

# SALES MANAGEMENT

*for January*

A plan for building sales morale through a House of Sales Representatives and Divisional Councils—

(See Page 125)

How one sales manager increased the business of eighteen salesmen 142% by a simple change in compensation—

(See Page 121)

For the man who writes sales letters: "Murphy as a Letter Critic" by S. Roland Hall—(See Page 134)—"Closing the Sale in One Letter," by Cameron McPherson—

(See Page 123)

A survey of the legislation pending in the new Congress effecting sales interests and a report of the House hearing on packages that "kid" the buyer—

(See Pages 144 - 132)



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# Sales Management

A MONTHLY JOURNAL  
In the Interest of Better Marketing

Second Year

Volume Two, Number Four

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## Next Month's Issue

Bentley P. Neff, former president of the International Sales Managers' Association and vice-president of F. A. Patrick & Company, has a plan for a National Sales Managers' Association which gets around the obstacles that have disrupted past associations. His plan will permit every sales manager in the country to enjoy membership, it will do away with conventions and guarantee everyone getting value received. It will be submitted for your consideration in the February issue, out January 25th. Mr. McShea's article describing his experiences in reorganizing the sales

machinery of the International Correspondence Schools did not arrive in time for this issue. Mr. McShea says he will surely have it for next issue. It will be worth waiting for. We are also planning a feature article on the best ways of recruiting salesmen—how to get good material and eliminate the floaters. Geo. W. Lee, general sales manager of the Todd Protectograph Company, writes on the subject of "Keeping the Salesman in Touch with the Business." "The Sales Manager and the Printer's Bill," by E. H. Shanks, will lay bare some secrets of the trade.



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**Closing Dates:** First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

## THE DARTNELL CORPORATION

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*Edited by John Cameron Aspley*



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# Sales Management

A Monthly Journal



Volume Two

Chicago, January, 1920

Number Four

## Is a Buyer's Market Coming?

*In gathering the data upon which the following observations are based, representatives of this organization have interviewed three bankers, twelve well-informed manufacturers, five jobbers, seventeen sales managers, six department store buyers, as well as consulted innumerable financial and trade reports. In considering these varied and widely differing opinions we have been guided more by facts than by words. We offer these deductions for what they may be worth, realizing full well that when it comes to predicting the future one man's guess is as good as another's. It is our hope, however, that these views added to those which you have formulated, may be of some service in rounding out your 1920 sales plans.*

**W**HAT is ahead in business? Will the year 1920 be a year of panicky buying, labor lay-offs and price demoralization, as some seem to think, or will the present bountiful prosperity continue? These are the questions which are bothering sales managers at this time. What is the answer?

Our information leads us to a path half-way between these two diverging views. We do not agree with the pessimists who predict all sorts of dire things, nor do we agree with those trusting souls who let their hopes father the thought that 1920 will be a year of thumb twiddling. Speaking in terms of averages, we believe that the peak of the seller's market has been reached in most lines. Business has too much momentum to come to an abrupt standstill with our present financial machinery. But we do look for a let-up in demand, approaching alarming proportions in luxuries and the less necessary products of manufacture. In the case of necessities, we believe that the peak of high prices has not yet been reached, due to foreign demand, but should this foreign demand fall off prices will recede.

### Everything Depends on Exports

It seems to be generally believed that the crux of the whole price situation lies in our ability to maintain export sales in the face of foreign currency depreciation. If the countries suffering from an unfavorable rate of exchange are able to get the water out of their currency (which seems most unlikely); if our own government will revamp the income tax laws so that American capitalists will not be penalized for buying foreign securities (under the present tax laws foreign bonds are most unattractive to American capitalists alongside of tax exempt Liberties); or if some means can be devised, as recommended by the Chamber of Commerce of the United States for extending credit to foreign

buyers, then we may save our export business, and we can with safety look for a continuation of present prices in all lines influenced by export demand. Congress is awake to this situation, and by the time this is printed the Edge bill will undoubtedly be operative. This will ease the situation somewhat, although its full effect cannot be determined at this time.

Congress frankly is opposed to any plan of giving federal financial assistance to foreign nations. It seems doubtful whether the U. S. Government would endorse any \$2,000,000,000 loan such as our business men want. It leans to the opinion that the country is sick and tired of war, and contends that it would not rally to another popular loan. It remains to be seen whether enough pressure can be brought to bear on Congress, through public opinion, to change this viewpoint or not. To further complicate matters, France and other countries have gone out of their way to raise barriers against buying American goods.

### The Fly in the Cream Jug

They have imposed tariffs, and the whole export situation is such that many American business men have come to the conclusion that the game isn't worth the candle. One of the largest paper concerns in the country, for example, has turned face about and is now actually turning down South American business. This concern claims it is too unsatisfactory and that it prefers to develop the home market, believing that the right kind of promotional work will expand home demand as fast as the company's capital will permit of expanding. Export houses themselves are seriously alarmed over the situation, and see visions of their bubbles bursting.

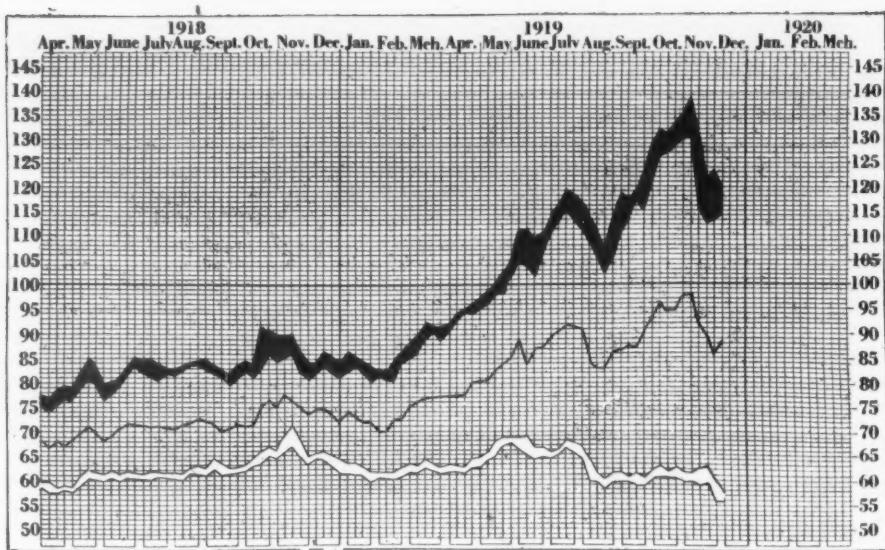
This export situation is tied up securely in the same package with the domestic situation for the simple reason that during the war our manufacturing

output has been tremendously increased, and the bulk of this increased output has been sold abroad. This has not been true in the past, so that for the first time we find ourselves in the position of having to look beyond our national walls to get a squint at the business outlook. Even though our output is sold up for months ahead, we only have to go back to 1907 to know how it feels to go to bed one night with an order book filled with orders and to wake up the next morning with a desk loaded down with cancellations. There is a big difference between orders on the books and money in the bank. A sudden slump in export volume would release export production for home consumption, and force down prices. Manufacturers would find themselves in the position of having to sell goods on a falling market at prices quite unequal to the wages paid. Nothing then could prevent a general lay-off of labor all over the country, still further decreasing demand, and precipitating a crisis. Anticipating this condition, there would probably be early in the year a financial panic, similar to that of 1907.

### Factors That Create Panics

Possibly the Federal Reserve banking system would neutralize the effects of a market panic, at least that is its purpose, but too much dependence cannot be placed on it. All this, of course, is pure supposition. There are numerous and powerful forces working in the opposite directions, and there is tremendous wealth in the country. Yet it is interesting to note that many years ago a well known British economist set down nine causes that produce a financial panic which fit present conditions to a dot. They are as follows:

1. Abnormal activity in floating enterprises and boldness in speculation.
2. Unusual activity in stock jobbing. The desire to found stock corporations



The "Analist's" Chart of Stock Market Averages

Some people think that the stock market foretells the future of business conditions. The black line shows the closing average price of fifty stocks, half industrials and half railroads. The black area shows for each week the highest and lowest daily average price of the twenty-five industrials and the white area the corresponding figures for the twenty-five rails.

and to use all possible means to force stocks rapidly to a high figure for profit.

3. Unusual excitement and gullibility of the public caused by reports of large profits.

4. Rapid increase of luxury.

5. Sharp rise in the prices of necessary articles of luxury, raw materials and provisions.

6. Rise in the price of real estate.

7. Strong demand for labor and rise in wages.

8. Unusual extension of credit and credit instrumentalities, in consequence of which a rapid and unusual increase in large rates.

9. Large demands for cash, and in consequence of this demand a decline in stocks.

Well informed financial men like Ralph Van Vechten, vice-president of the Continental and Commercial National Bank, however, do not share the nervousness of the economists. Mr. Van Vechten, who has a sales manager's vision as well as a banker's caution, sees little that will interfere with our prosperity for 1920. He believes it will be a good year for business, but he is also of the opinion that unless we overcome some of our export handicaps it will react against us during 1921. We must have a market for our raw materials—for example, right now there are 900,000,000 tons of copper that cannot be sold.

Bankers nearly all, though, are optimistic about the domestic outlook. They are somewhat nervous about the tendency to expand going businesses, but they feel more at ease over the labor situation. Labor shows signs of becoming more reasonable in its demands, and at the same time the public shows signs of checking its extravagance. People are beginning to realize that these prosperous days may not last forever, and are beginning to save their money.

This tightening up has not passed unnoticed by sales managers. A sales manager making a part used by furniture manufacturers advises us confidentially that already a let-up in demand can be noticed. There is not the wild telegraphing for shipments that there was earlier in the season. There is still plenty of demand, but it is well-behaved. His statement is borne out by the turn which events took at the recent furniture exhibition at Jamestown, N. Y. Here we had a big turn out the first few days, but comparatively little buying, with the result that the exhibition closed up earlier than had been planned and was said to have been a failure. A man, prominent in the furniture trade, thinks that the Chicago and the Grand Rapids exhibitions to be held later will fizzle out in the same way. It is quite reasonable to suppose that the cause of this is the fear of the dealers to buy at present prices, or else the feeling that they have sufficient back orders to carry them through. Probably both.

We have read much in the press about the situation in the shoe field and the impending price advances. It is easy to understand why we should hear so much of it, yet facts give the lie to words. Careful inquiry among shoe manufacturers shows that in many organizations plans are being made to put on more salesmen, and for the first time in four years shoe salesmen are going out with the intention of really selling shoes. None of these shoe manufacturers, however, look for any sudden price slump, but they do expect a gradual let-up in prices. While the stocks at present are low, the easing up in exports is depended upon to help this situation. Abreast of this condition is the growing opposition on the part of the public to paying present high prices. Department stores in many cities have practically stopped buying shoes. This is

true of many lines. One buyer said never in his many years of experience had he found conditions in the ready-to-wear market as upset as they are today. He is utterly at a loss as to how to buy ready-to-wear. At the beginning of the season, he said, he had bought three coats for \$58 each, and sold them for \$87.50.

On the first day they were put on sale two were sold. Immediately he decided to reorder. On visiting the New York market a short time thereafter, he found that the same coat could be bought for \$40. This so disrupted the buying policy of the manager that he did not reorder, as he could not risk the possibility of a further drop.

In other lines, hosiery, gloves, handkerchiefs and jewelry, business has been wonderful, although prices have advanced at a rapid rate. People seem to be willing to pay the higher prices on these articles but not on garments. Diamonds for \$2,200 and \$1,100 were sold in one day in a retail shop in Detroit recently, and according to the owner that was a frequent occurrence.

The reason for this disparity in attitude, he believes, is that so much propaganda was spread on the scarcity of garments and the unjust high prices that it caused the public to be careful in buying apparel. They not only have been careful, he pointed out, but they have refused to pay the high prices and have therefore forced the stores to hold reduction sales.

Summing up the situation in the light of the best information available at this time we look for a return of the buyer's market in most lines during the coming year and in all lines by early 1921 at which time Europe will be more self-dependent. Prices may continue high, even going higher in lines where demand is on the increase, but the best informed authorities agree that the settling down process will not be long delayed. If this is true, then plainly it behooves the sales manager to set his house in order so that when the need is felt to go out again and strike hard for business he will be well prepared. It won't be long now before the sales department will come back into its own!

## Shanks Joins Dartnell Corporation

E. H. Shanks has joined the Dartnell organization in an executive capacity. Mr. Shanks was for four years connected with the sales and advertising departments of the American Multigraph Sales Company of Cleveland. His other sales connections have been with the Conklin Pen Manufacturing Company of Toledo and more recently with the Addressograph Company of Chicago. For the past year he has been connected with the George Seton Thompson Company of Chicago in a consulting sales and advertising capacity.

Mr. Shanks will give special attention to developing two new features which will be added to the Dartnell Monthly Service this year.

# A Bonus Plan that Jumped Sales 142%

By C. C. Babb

General Sales Manager, Sioux City Tire & Mfg. Co., Sioux City, Iowa

You will recall the article in our April issue by Mr. James DePree of the DePree Chemical Company entitled: "Our Experience with Bonus Plans." It was not encouraging, although it had the effect of stimulating immediate sales. In this article Mr. Babb tells of his experience with the bonus plan used in connection with an organization of 18 salesmen selling oil specialties. This matter of bonus plans is one that will stand a good deal of discussion, because there are so many phases to it. It is the coming method of compensating salesmen.

I WAS at one time connected with a western concern which had a sales organization that had become stagnant. Out of eighteen men only six were what might be termed successful from a profit basis. The other twelve were mediocre. It was my problem as a sales manager to get these twelve mediocre men onto their toes, if they had any, or if not, get some new salesmen who had. It was not an unusual problem—in fact, it was a problem common to nearly every business in the country.

There were several ways of attacking the situation. It could be attacked by the use of forced-draft methods common in selling one-time specialties. It could be attacked by bolstering up the men with direct advertising. Or it was even possible to employ pace-setters and by going out into a man's territory, show him up. But all of these plans had objections. The first plan would hardly work out in our case where the men had to build for the future as well as get the immediate orders. The second plan was costly for the close margin of profit in our product, and the third plan was attended with the possibility of disorganizing the force, fostering jealousies and breaking down team work.

It was finally decided to meet the situation by way of the salesman's pay check. We wanted the men to make more money for us. Very good. Then why not tell them that if they made more money for us, that they would also make more for themselves? True, the salary plan then in effect already did that, but it was remote. The men, in a hazy sort of way, knew that their salaries were based on their value to the business, but they did not understand just how. Here was a salesman with a "soft" territory getting more salary than some other salesman making the toughest kind of a territory. So far as the men could see, salary increases were largely a matter of how well they stood in with the chief. I believed that if some sort of a profit-sharing plan could be worked out, which would make it possible for a man to see the profit to him on every transaction, just as a shop-keeper or any other business man sees the profit in his sales, that we could put back the old pep into the organization and send the men out after the business with the do or die enthusiasm which knows no obstacles.

So I took the total amount of salary and expense of every man for the preceding three years, combined it and arrived at an

average. I took the total of their sales of the same period and arrived at an average selling expense to the volume and thereby discovered just what these gentlemen were doing (it being predetermined as to what the selling expenses should be in order to show the company a fair marginal profit). I took the average annual expense which included salary and traveling expenses and arrived at a quota by taking into consideration what percentage of expense the territory could stand.

On old established territories it was one

checks ranging in amounts from \$700.00 to \$2,280.00 in addition to drawing accounts.

A certain salesman traveling in Nebraska had formerly been employed by one company at a salary of \$150 per month, having recently been advanced to that figure and traveling the same territory for fourteen years. That man's sales under his old straight salary plan had never exceeded a total of \$40,000. He came to us on the bonus plan as outlined previously, with a drawing account of \$150.00 per month and expenses.

Under the bonus plan his sales the first year were \$83,000.00 and his bonus check in addition to his drawing account and expenses was \$2,280.00, and this volume was obtained on the same territory which had previously given us but \$36,000.00 worth of business with another man who was considered one of our best men.

The percentage of expenses to sales on this territory was reduced from 13.9 the preceding year to 7.2. On all other territories on the old plan the percentage of expenses to the sales had reached from 24 to 16. Under the bonus plan the percentage of expense to sales on the other territories reached from 15.1 on the territory showing the poorest results to 8.2 on the next best territory outside of the case above cited. I kept the salesmen constantly in touch with just what they were doing by means of graphic charts and bulletins.

I do not believe that the company will ever return to the old system of straight salary for the salesmen and I am quite certain that all of the salesmen would be very much aggrieved if it should be attempted or even suggested.

Finally, let me suggest that some one has aptly stated on the question of loyalty and appreciation that a man's loyalty can only be obtained and preserved through the employer making it to that man's interest to remain loyal. It seems to me that the house that succeeds in the future will be the one which recognizes the fact that the loyal, conscientious worker and the employee will be made a much more conscientious and loyal worker if by some means or other the worker has something to look forward to at the end of the year. Then he will not fear old age and will be less inclined to flirt with other jobs.

"We wish to compliment you on the many good things found in SALES MANAGEMENT."—The Fort Wayne Oil & Supply Co.

"The chief problem of business today is to shape its policies so that each worker, whether in office, factory or sales force, will feel that he is a vital part of his company, with a personal responsibility for its success, and a chance to share in that success. To bring this about, an employer must take the men into his confidence. They should know why they are doing things, the relation of their work to other departments, and, so far as practicable, to the business as a whole; they should be told those elements of cost of production affected by their work, or they cannot put intelligent effort into what they are doing. What is more, I believe that the workman should have some means through which he can give expression to his ideas as to the general policy of the business, in accordance with his position and ability, and especially as it relates to his own work."

WILLIAM COOPER PROCTER,  
*of Procter and Gamble.*

amount. On new territory, just being opened, I naturally considered that the selling expenses would be greater in comparison with the volume. For instance, if a man's total drawing account and expense was \$3,500.00 annually, his quota would be \$35,000.00. This quota was distributed over the various departments of the business in the exact proportion to the department's importance or rather volume to the whole. After the sales reached that quota, we paid him a bonus of five per cent on the net sales over and above the quota in each division.

As to results, we, the first year, with the same force of salesmen, increased the business 142 per cent and reduced the average sales expense from 19.8 per cent to 10.6 per cent. Salesmen who had previously made only \$1,800.00 per annum drew bonus

## A Jobber Who Believes in Advertising

THE general impression among jobbers that advertising is all right for the other fellow but of no value to them is not shared by Fuller, Morrisson & Company, leading in the Chicago wholesale drug trade. A carefully planned advertising campaign, calling for the use of newspapers throughout the territory served by Fuller-Morrisson salesmen, is now under way. The campaign is unique in that the advertiser has no private brands, the only thing for sale being good-will.

"No doubt a good many of our friends in the trade will laugh up their sleeve at our 'foolishness,' said James W. Morrisson to a representative of SALES MANAGEMENT when asked as to the purpose of the advertising, "but we believe that a jobber needs the good-will of the public, fully as much as any other business concern. We want every one who reads the newspapers in and about Chicago to know something about our policies, our aims and our accomplishments. We want those who are employed by us to be proud to say that they work for Fuller, Morrisson & Company, and last, but not least, we want to help our salesmen sell the house as well as its merchandise."

Although it is too early to reach any definite conclusions as to the results being produced by the advertising, Mr. Morrisson related several instances showing the effect it is having on public opinion. An Englishman came to town and asked the hotel clerk for the names of several of the big wholesale drug houses. He wanted to do some investigating. "There is only one," said the clerk, "Fuller-Morrisson & Company." A wholesale druggist from far away Australia went to a San Francisco drug house to get some information as to the most modern methods of marketing drugs. The jobber told him he would be glad to show him everything he had, but he was only wasting time. "The best thing you can do," he said, "is to go on to Chicago and study Fuller-Morrisson ways of doing business." A business man making a call on an Indiana manufacturing concern, which is a large buyer of chemicals, was asked by the manufacturer if he had ever heard of Fuller, Morrisson & Co. "We buy a lot of chemicals but I never heard of Fuller, Morrisson until I saw their page ad in the newspaper."

One of the by-products of the campaign is the effect it is having on the attitude of the salesman toward the house. The ordinary jobber's salesman firmly believes that he alone is responsible for the business which the house does, and has a sneaking suspicion that the house sometimes is more of a hinderance to him than a help. This is natural, because the only time a salesman hears from his customer about the house is when something goes wrong. The advertising campaign has given the salesmen a new conception of the importance of the house, and instead of the house trailing them (in their

minds) it is now a few laps ahead of them.

The campaign has occasioned so much interest among the salesmen that a special room has been fitted up where displays of manufacturer's advertising will be on permanent exhibition. When the men come in off the road they can see just what the makers of the products they sell are doing to promote their sale, thereby enabling them to plan their sales talk along the lines of least resistance.

## Greenfield Tap & Die Corporation Changes

KINGMAN BREWSTER, vice president and general sales manager of the Greenfield Tap and Die Corporation, has resigned to become president of the Miller Falls Company of Millers Falls, Mass. He is succeeded by F. G. Echols, general manager. Mr. Brewster was formerly an attorney.

Active work in behalf of a number of New England manufacturers led to his selection to head the Greenfield sales organization. Since that time, considerable attention has been directed to his aggressive policies in building up the sales organization and the introduction of new merchandising ideas in the marketing of the corporation's products. An interesting phase of these policies was described in the article, "After the Salesman Sends in an Order," appearing in the September issue of SALES MANAGEMENT. H. S. Ashmun, formerly sales manager of the pipe tool division of the Greenfield Corporation, has resigned to become president of the Red Head Spark Plug Corporation of New York. Otherwise the personnel of the sales department will remain the same. J. L. Stoddard will continue as sales manager of the small tool and pipe tool division. L. H. Taylor will remain in charge of machine tool sales and Ralph Barstow in charge of sales promotion.

## How Long Does an Agency Hold an Account?

One way to measure good service is by the length of time the account is held.

Here is our record during the twenty-eight years of our life:

Two accounts	28 years	Four accounts	12 years
One account	27 years	Four accounts	11 years
One account	22 years	Four accounts	10 years
One account	19 years	Three accounts	9 years
Two accounts	18 years	Five accounts	8 years
Two accounts	16 years	Three accounts	7 years
One account	14 years	Six accounts	6 years
One account	13 years		
		Forty accounts	— 12 years average

Many others closed within the last five years show promise of permanent relationship with us.

The quality of advertising service must be measured also by the ability of the men in the organization. Their record and intent.

We believe we can explain to you why we keep our clients so many years beyond the average.



## GEORGE BATTEN COMPANY, Inc.

William H. Johns, President

*Advertising*

10 State Street  
BOSTON

381 Fourth Avenue  
NEW YORK

McCormick Bldg.  
CHICAGO

# Closing the Sale With One Letter

By Cameron McPherson

*This article is based on the experience of a large Detroit concern which for years conducted a systematic monthly follow-up of a list of over 50,000 prospects. It took them two years to learn that they were losing money doing it. Now they have cut down the follow-up to two letters and cut down the cost from \$30 to \$12 on mail sales. If you are interested in hammering down the cost of selling by mail you will find several good suggestions in this article.*

THE other day I met a salesman who had just cleaned up \$1,600 in three weeks selling books to business men. He was feeling mighty good, and equally talkative. Salesmanlike, he wanted everybody to know how much money he was making, and the system he used for making it. Here is his story as he told it to me:

"The whole secret of selling books is to concentrate on the live ones. That's me. Let the other guys nest on china eggs. If a p. b. don't buy from me the first call, I forget him. I tell him right out that I am a one-call salesman. Probably I lose a sale once in a while by not making call backs, but I know positively I can make more money working by the one call system than I can by devoting half my time to nursing false alarms."

Of course, he was enthusiastic. There is no doubt, in my mind, that if he encountered a prospect who looked and talked like real money he would call back with pleasure. Any good salesman would. Yet, I think it is pretty good practice in personal selling, and in mail selling, to make your presentation just as close to a one-call proposition as you can get it. There are too many salesmen who circle instead of circulate; who are "nesting on china eggs." And there are too many follow-up letters built on the theory that if we don't get him with the first letter we will get him with the second.

## Eliminating the Non-Producers

Non-productive letters, like a salesman's non-productive calls, double the selling cost at every call. If you can sell a man with the first letter, the cost per sale will be one-sixth of what it will be if you land him at the end of the sixth follow-up. It no doubt seems childish to make a statement like this here, but you would be surprised to know that there are hundreds of business concerns all over the country who are working the dregs of what was once a good mailing list with periodical follow-up letters, in exactly the same way as there are hundreds of salesmen who are wasting time and energy on "come back later" prospects.

I know a publisher here in Chicago who was paying \$2.00 to get a \$2.00 subscription. First of all he would write a man, enclosing a return card on which he was to ask for a sample copy. This was his first follow-up piece. When the card came back he sent him a sample copy. Then every month he followed up with a letter reminding the inquirer of his request for a sample copy and asking him for a subscription. He had

a prospect list of 3,000 names; it cost him one dollar and ten cents a name per year to work this list. So, even if he succeeded in getting a very high percentage of these names onto his subscribers' list, the cost of selling almost ate up the profit.

At my suggestion he tried the "one-call" follow-up on 25,000 names instead of his thirteen-piece follow-up on 3,000. We eliminated getting an expression of interest by the request for sample and instead framed a letter that solicited the subscription on the first "call." The percentage of direct sales from this letter was greater than the percentage that formerly mailed back requests for sample copies. The hook that turned the trick was selling the prospect on one single article of the current issue, and getting him to subscribe to read that article. It had the time element, so essential to an effective letter. He had to act quickly. If he put it off, as he would have done if the appeal had been general, he would not have that particular article, which might very easily give him an idea of far greater value to him than the cost of a whole year's subscription.

## Generalities Don't Convince

The reason that most sales letters fail is that they bite off more than they can chew. They are too general. Generalities never yet sold anything. The most effective tool at a sales letter writer's disposal is the concrete instance. One concrete statement that a buyer can grasp completely is better than three pages of generalities when it comes to closing sales. Take your own sales proposition, for example. It has several different angles to it, any one of which may serve as a point of attack. It is better strategy to select the most likely point of attack and then throw the entire force of your letter behind it.

If I were selling automobile tires, for example, I would make a survey of my field and try to determine why my present customers were buying my tires. Very likely I would find that the reason they were buying them was because the profit was greater than on other lines. My cue then would be to decorate my letter with the dollar sign. Talk profit. Paint profit pictures. Make the man feel that here was a real opportunity on which he could not possibly lose and stood to make a great deal of money. Prove every statement as you go along. Do not ask him to take your word for any statement in your letter. Conclude your letter with a now or never paragraph which makes immediate action positive.

By making immediate action positive

I do not mean using the moss covered phrase "Do It Now." I don't believe that it is good salesmanship to order buyers about, either in letters or in personal interviews. But you can accomplish the same object quite as effectively by putting some sort of penalty on procrastination.

I once heard a sales manager say that one of the reasons why there were so many average salesmen was because there were so many sales managers who did not know what they wanted their salesmen to do. In a hazy sort of way they knew they wanted them to get orders, but they also wanted them to do missionary work, make trade reports, investigate credits, etc. But they only paid the men for getting orders. Consequently there is no direction given to their development. The same reaction occurs in letters—if you have it clearly fixed in your mind what you expect your letters to do they will come closer to doing it than if you just sit down and write a letter about the thing you are selling. So, I say, the first rule of writing a letter that will close the sale all by itself is to decide definitely in your own mind just what action you wish the recipient of your letter to take, and keep that mark before you in every line you write.

Last, but not least, don't forget to ask the man to do the thing you want him to do. This sounds foolish, but nine out of every ten sales letters fail completely in this particular. They are like a salesman who talks a man into giving him an order and then leaves without asking him to put his name on the dotted line. Don't be that kind of a salesman.

## Army Sales Bring 80 Cents on the Dollar

According to a special dispatch to the Philadelphia *Public Ledger* seventy-three to eighty cents on the dollar has been realized by the government during the last year on the sale of surplus army stocks held in the United States. Benedict Crowell, acting secretary of war, reported to Congress that the total received for materials sold in this country was \$476,727,874, exclusive of \$61,985,421 of stocks transferred to other government departments.

The largest amount for any one commodity was \$201,810,000 for wool. Other sales included textiles, other than wool, \$44,540,000; railway rolling stock, \$70,157,000; subsistence, \$26,613,200; chemicals, \$23,045,000, and animals, \$21,169,000.

## Court Hits Salesmen Who Abuse Confidence

SALES managers have reason to scrutinize with interest a judicial opinion lately handed down by the Supreme Court of New York in a case known as Clark Paper & Manufacturing Co. vs. Stenacher. The issue upon which this case hinged is the ability of a seller to obligate salesmen to hold in confidence the lists of customers and trade secrets of which possession is gained through their business connection. The court found, in awarding judgment to the marketing interest whose confidence had been abused, that no action for money damages could avail to protect or recompense the business house for the wrong done, but it laid down the principle that a concern whose secrets are revealed by a salesman is entitled to all the equity power that a court of law can interpose.

### When Salesmen Tell Tales

For sales managers, the chief element of interest in this case is likely to be found, however, in the "evidence" in the form of a contract which the sales corporation devised in the hope of preventing salesmen from telling tales out of school. The contract called for employment for a term to be mutually agreed upon but set forth the agreement that, without reference to time or remuneration, the salesman entering the employ of the house obligated himself not to furnish or divulge directly or indirectly the names of any customers or prospective customers of his house, nor to at any time in the future disclose or furnish to any person, firm or corporation the methods of doing business followed by his employer. It was set forth in detail that information was never to be disclosed with respect to methods of packing goods, processes of manufacture, advertising methods, etc. The salesman by the contract was bound not to engage in conversation after working hours or at other times with employees of his firm with the object or intent of gaining possession of trade secrets, etc., and finally it was stipulated that he was not to enter the employ of any competitor or any house handling the same line of goods for a period of eight years after the expiration of the contract.

### A Competitor Hired Him Away

In the case in question the salesman, when brought to book when he had entered the service of a competing house, did not dispute the facts as set forth but relied solely upon the plea that the contract was not valid and therefore unenforceable. The court conceded that the contract was one sided in that it contained no promise on the part of the seller to employ the salesman who had been tied up so tightly, but the tribunal did not allow this to outweigh the broken faith of the salesman. It will also interest sales managers that the court took cognizance of the fact that the offending salesman was retained in the service of his employer throughout

a year when he failed to earn sufficient profit to offset his salary and expenses, only to desert, without notice or warning, when, as a result of his training in the business, he had reached a point where a profit was recovered on his business—a profit, by the way, in which he shared by increase in compensation.

## Holds High Price Is Self-Evidence of Quality

By H. R. Ward

Russell-Miller Milling Co., Minneapolis, Minn.

I was very much interested by the articles in your November issue relative to Meeting Price Objections, but there is one point that was not mentioned although, in fact, it is most logical. Generally speaking, is not the price of a commodity the first and most tangible representation of its value?

High-grade commodities are rarely distributed at low prices and low-grade goods cannot be sold at high prices—at least not more than "once in the same place." It is hard to convince a merchant that you have an intrinsically better article to offer at a materially lower price but, in asking a price that is consistent with the real merit and value of your product, you are emphasizing in a most tangible way the relative worth of your offering. All provided of course that the quality in turn substantiates the price.

"The sample copy of SALES MANAGEMENT for November has arrived, and I have read it very thoroughly—It is an excellent publication and I compliment you. I feel that I know a good publication when I see it. I want to get every issue and am enclosing check for \$2.50." J. H. Malone, Vice-Pres. & Dir. Sales & Adv., Hudson Motor Specialties Co.



## Advertising Agency Relations

There never was a time when the selection of the right agency was more perplexing to the advertiser. The ordinary relation between supply and demand doesn't prevail in the advertising business. There are three times as many advertising agencies as there need be, as there should be and as there will be.

It is an attractive business, especially to the restless, energetic young man bristling with theories he's crazy to try. It looks easy, "fools rush in," and advertising falls by the wayside.

It is unfortunate—for advertising—that this should be possible; that "counsel" should mean a qualified and licensed practitioner in the practice of law, medicine, or engineering and nothing at all in the practice of advertising.

For there is no business more complex than advertising—no expenditure involved in business promotion in which experience is more of a saving grace than it

is in the advertising appropriation.

Because of this, agency relations neither should be lightly made nor lightly broken. Your present agent has added to his general experience a definite experience with your merchandise and market problems. Don't dismiss this asset without a sober second thought—think twice before you do this necessary work over again.

If your agency makes mistakes now and then—give it another trial. It's human to err and the devil you know is always safer than the devil you don't.

*BUT—if you must change or haven't begun to advertise, we have Experienced Service for sale, write Convincing Copy and need more business*

**GREIG & WARD • ADVERTISING**  
104 SOUTH MICHIGAN BOULEVARD • CHICAGO

# The Problem of the Tail Ender

By C. K. Woodbridge

Sales Manager, The Dictaphone, New York; Vice President, The Sales Managers' Club of New York

*If you will analyze your sales volume you will most likely find that about 50 per cent of your business is produced by about 25 per cent of your salesmen. In the insurance field it was shown that 80 per cent of the business is written by less than half the total number of agents. This situation indicates that the direct route to greater volume lies in developing the mediocre or "tail ender" salesman into a bigger producer. In this excerpt from a talk before the National Office Appliance Manufacturer's Convention, Mr. Woodbridge makes some practical suggestions for doing it.*

**W**E ARE prone to play winners. Those are the fellows we like to be with. It is the average salesman, however, that counts. Boost the average by helping the tail enders.

The tail enders should be known not only as they appear in the office, but also as they appear in the field. Go out on the firing line with your men. An occasional trip through the territory is of immense value. Know your men as they appear in action.

Most of us are strong advocates of the weekly sales bulletins for developing backward salesmen. They should be composed by the sales manager or a competent person under his direction. This bulletin is of the utmost importance. It should be a sales bulletin not a Sales Bull. It usually takes the form of a general weekly sales letter to all men. It should be reasonably short and written in convincing language. Properly written and edited, your bulletins will make your men better salesmen. The more your men know about the goods they are selling, the better impression they make on their customers, to say nothing of the confidence which knowledge gives them. Make your bulletins newsy, educational, and inspirational, let them be a clearing house of ideas acquired by actual experience.

## Trap Ideas as They Come Along

We read somewhere of a sales manager's scheme to save time and the overlooking of important matters in correspondence with salesmen. This manager had a card before him on which to note the matters coming up daily which he desired to mention in letters to the men. With the memorandum before him, it was easy to dictate right off the reel. Another one suggests having large envelopes or pockets made of very stiff paper, one for each salesman. Keep these on the desk. As matters arise which you have no time to write about or which do not require immediate attention, make a note and put it in the envelope bearing the salesman's name. Our suggestion is that the sales manager have a dictating machine on his desk. It's always ready to take every memo, bulletin, letter, or instruction. You can say it when you want to. No waiting. You trap every thought as it comes up. Then nothing is forgotten. Your first thought—the liveliest thought—is recorded in its most convincing form.

Sales Conventions to some extent build sales morale. It's like a big circus

and those in the "ring" do the playing as a rule. There seems to be a growing tendency for large companies to get away from the big convention idea as a morale builder and to call small group meetings a series of small conventions, if you please. Lowe Brothers Company of Dayton, Remington, and Columbia Graphophone Company are handling the old convention idea in this way. It's simply getting down to a closer personal relation with all men. The chances for every man in the organization to rub elbows with the Big Chief is greatly increased and the fellows know this and like it.

## Building Up Morale

James M. Hill of Dromedary Date fame gave us an interesting story of developing a branded produce, for sales to retail trade, in a company whose prior business experience had been on a car-load basis. The expense of the work was carried for Dromedary propaganda. The men who came in without the entire company's support were called Dromedary men. Under Hill's leadership they soon signed themselves as Dromedary Smith or Dromedary Jones. The men grew fond of the name. A pride of craft was developed in the Dromedary crew. The men are paid not large salaries but are liberally treated by rewards and bonuses for achievement. From this organization men are picked for positions of large responsibility. Morale has been built up through pride of craft.

At one of our offices the men have a secret society membership which depends on employment by our company. They have a ritual, pass word and grip. The whole plan is based on our present idea of selling. The purpose is not only for sociability, but for serious consideration of ways and means to improve sales methods. The salesmen in this case handle their own selling problems.

## A House of Sales Representatives

We should like to see at every branch a House of Sales Representatives composed of sales manager, service men, demonstrators, and salesmen. This body to elect a presiding officer and secretary. Its purpose to be to initiate plans for the improvement of our service to the public and the promoting of sales in other ways. Branch managers to put into operation at once all suggestions that are within his power as manager to decide. Suggestions affecting changes in company policy to be passed on to

the Divisional Council, composed of one elected representative from each house for every five members.

This Divisional Council to convene once every three months and to be presided over by a company executive. All subjects presented to the body by the several houses must have been discussed before each separate body once before presentation. The reports of secretaries to the executive headquarters will facilitate interchange of subjects. The findings of the Divisional Council to be presented to the Sales Managers' Conference presided over by the sales manager to assemble once a year or oftener. Its conclusions subject to the final approval of the executive officers of the company. If we do this, we will find ourselves surrounded by men with ideas, ideals and aspirations.

Explain your organization as we do, so that a salesman or employee will know just what is ahead of him in executive office and branch office positions and the range of earnings of men who hold those positions.

Believe in your men but keep an eye on them. Keep close to your men by working with them; to change their viewpoints you must understand their viewpoint.

## Get Close to Your Men

Sales managers should have a hand in entertaining salesmen, especially when they are visiting headquarters. Entertain them by including them in your usual mode of entertainment. When the occasion is right take a man and wife home Saturday afternoon, let them be a part of the family life at the club and home. When you see a man in your home and he sees you, the mutual understanding is clean cut.

An introduction to the president and executive officers is considered by salesmen to be a great thing. What president is too busy to say a word to a member of the sales force? He wants to be known before his men and has a smile and hand shake which makes a salesman feel like a million dollars. Get president and officers to welcome your men, tip them off in advance of the man's success, pave the way. It's worth while.

Give a man a chance to tell you his story. I think it was Thomas J. Watson who said, "Light a cigar, settle back in your chair and let a fellow get it out of his system."

Always consider a suggestion or complaint and live with it until you have

the right answer, then pass it on to the one who originated it. After nine months we have given a manager an answer, and it has increased his confidence in our sales management.

We should counsel with our men as to how they spend their money. In Chicago we learned that one of our men while at that branch was always "hard up." Inquiry at his present location revealed a tendency to borrow frequently. On a \$5,000 salary he had enough to live right. Questioned in man-to-man fashion he admitted spending freely among his mates to be a "good fellow." That talk was enough to check him and he has repeatedly thanked us for putting the subject up squarely to him.

We believe in daily reports from salesmen, not to check our men but because they show tendencies. We have convinced our men that if we know the hours per day they spend on prospect calls, repeats on prospects, at demonstrations, on service matters and on dictaphone users we can by analysis and comparison help them to better use their time. Such reports aid us in preparing our promotion work and advertising. We desire to cut down the time preliminary to a sale. We are trying to find a short cut for our salesmen and to the receptive-minded buyer. This interpretation gives the salesmen a better attitude toward daily reports. We suggest that if sales managers rendered a daily report showing tendencies to salesmen there would be a quicker grasp on the selling plans.

"Give every man the chance to develop his natural faculties and to express his inward powers in such a manner as will most naturally conform to his development, skill and capacity, and the well being of his fellow man. A man's a man. He is one of a group, not a unit, in these days of co-operation. He's one of a team, not a solitaire player. You will not get co-operation by brains alone, for it is not the province of brains to co-operate, but to change or improve, or tear down. It is the province of hearts to work together to help others to do their best."

## Here Is a New One in Buyers' Hobbies

A salesman had been calling on a certain merchant for years and could get no closer to his office than the office boy until one day he happened to stumble on the information that this merchant made his headquarters at a certain florist.

Taking advantage of this clue, the salesman immediately went over to this florist and bought some flowers with the thought of sending them to his mother, incidentally remarking that the reason he came to buy these flowers from this florist was that he knew Mr. Smith (the merchant) would recommend the place if he should ask where to get a first-class florist.

As a consequence the conversation drifted to Mr. Smith and the salesman found out that his hobby was climbing trees. Working from this the salesman got all the information he could in re-

gard to climbing trees—found out the best kind of a tree suitable for climbing purposes, and he also found out in a book that a certain Earl in England also had a hobby for climbing trees.

The next time the salesman called he wrote on his card: "Am interested in climbing trees." For the first time he was granted an interview with Mr. Smith and when Mr. Smith found out that an Earl in England had the same hobby, he was very much delighted and admitted to the salesman that he was afraid to acknowledge his hobby for fear people would think that he was crazy.

From that time on this salesman received practically all of this man's business and became a personal friend—all because he found out the man's hobby.

as each member learns what the other has to offer. With the intelligence thus gained queries from buyers can be correctly answered, and the buyers passed on to where their wants may be filled. The harmony and practicability of this one idea of team work has proved itself, and the one hundred and twenty-five members of this association represent a solid sales unit exploiting their home town FIRST.

The association meets once a month for dinner and the program usually consists of a short talk on a timely subject by some well known outside speaker. This is followed by a problem course assigned to eight or ten members for discussion. An annual banquet for the seven hundred or eight hundred salesmen traveling out of Seattle is another feature. During the Christmas period the sales managers have a Ladies' Night for the wives and lady friends of the members. To make the evening a lively one, each member brings two presents which are distributed by lottery chances.

The officers of the association are: John L. Boyd, president; R. M. Nicholson, vice-president; C. L. Moore, secretary and treasurer; W. L. Bilger, J. G. Fenton, C. L. Cragin, Wm. H. Harner, C. B. Olseene, O. A. Kjoas, J. F. Maxwell, O. H. Polson and P. A. O. Rolle, executive committee.

## Why Comptometer Does Not Use Junior Salesmen

A two-sided question that often comes up in sales management is whether or not to use junior salesmen—that is, young men who are paid by the salesman to dig up leads for him to close. Mr. J. C. Nevins of the Felt and Tarrant Mfg. Co., is one sales manager who doesn't use them. "The average salesman covering a territory can make more money by having his time to devote to selling, where he has a territory just large enough to cover, himself. In the adding machine business at least the idea of a junior salesman being strong enough to start new business which the salesman himself can later close is all bunk. More strength is needed to get into a new firm and start your business than at any other stage of the sale, and the junior hasn't that strength—at least the old salesman is supposed to have more, and if he hasn't it is plain he has no right to a position over a stronger man."

"So we give a good, sizable territory, just large enough so that the salesman can call on every prospect therein once every sixty days, and any new salesmen that we put on are put on in the direct employ of the territorial agent."

"To know what the other fellow is thinking and doing is the main thing live sales managers want to know, and this can be accomplished through SALES MANAGEMENT because every man who is a real man is always willing to contribute something for the good of the cause, realizing that the more he contributes the greater will be his own reward." B. P. Neff, vice pres., F. A. Patrick & Co.



## Can a Package make Sales?

THE customer steps into the retail store—he has read your advertising—his money is ready—your product is on the shelves.

Will he buy it?

This is the final moment of the entire sales-campaign.

Every manufacturer wishes that his own salesman might be on hand at this moment. A few words to the buyer would clinch the sale.

Behind the counter—or on it—your salesman *is* actually standing—your package.

Does it speak out?

Does it catch the buyer's eye like

the one lighted house in a row of dark ones?

Does it drive home your big selling-thought?

The packages shown above are *clinching sales* every day.

Each one embodies the central sales-thought behind the product. In every detail of design and color, these packages are created to meet actual conditions in the retail store.

J. Walter Thompson Company service in all its phases rests upon close study of how the consumer thinks and of how his decisions can be guided—in his home, at his work and in front of the dealer's counter.

**J. WALTER THOMPSON COMPANY**  
*New York*

Chicago • Boston • Detroit • Cincinnati • London

# Buying Habits Across the Rio Grande

By F. H. Elwert

General Sales Manager, The Seng Company, Chicago

*As this issue goes to press the Mexican question is back on the first page of the newspapers. But regardless of whether it will be necessary to give Mexico its long needed spanking or not, you will be interested in this article by a man who spent ten years in business in Mexico City. In the first place it is interesting, and in the second place some day you may be able to put these suggestions to work pushing up your sales curve; for intervention or no intervention, Mexico is a land of promise for the American sales manager.*

**W**HEN the average Mexican goes into a store to buy something his conversation is about like this:

"I want a package of the smiling negro," or "Give me a box of the soap of the sun."

That is why the label is so important in creating consumer demand in Mexico, and why even the business houses south of the Rio Grande go by such names as "The Palace of Iron," "The Red Star," etc., rather than by the names of the owners. These marks may have no connection whatsoever with the contents of the packages, but simply are part of the design used by the manufacturer on his label; nevertheless, that is the method by which most Mexicans identify their purchases.

A name for an article is not so often used, but when used must be one that is readily pronounced. If it is an American word it must be one with enough vowels so arranged that it is just as easy to pronounce it in Spanish, although the pronunciation, of course, will be totally different.

## Mexicans Buy by Picture

Putting a good picture on the label is a selling aid of considerable value. One must remember that a large proportion of the Mexican population is illiterate and that pictures mean something to them, whereas ordinary printed words do not. A manufacturer, therefore, who can identify his product in this way has the advantage over one who cannot. In this regard, however, I must also urge extreme caution in the adoption of a mark. When the label, or whatever it may be, has been decided upon and laid out and drawn, be sure to submit it to at least one or two native Mexicans. Let them see whether there are any incongruities in it, or any little points that might hurt their national pride or prove repulsive or objectionable to them. One never can tell where these little things come in. For instance, I would strongly urge against the use of a mule of any kind on a trademark. Mule in Mexico is a slang expression that is synonymous with everything stupid and laughable, and a mark of this kind would only tend to make a product ridiculous in their eyes. The same holds true of certain numbers. One particular number has a certain connection not to be explained in print, that would make its use objectionable even perhaps as a merchant's street number.

It is well to take into account the fact that the large business houses of

the City of Mexico do a national business. They reach into many corners of the country. A good proportion of the total business of Mexico is done from the capital. There are other large cities throughout the country, not numerous though, in which business houses of considerable size are doing a local business within the confines of their state and neighboring states, but the Mexico City houses usually do a business all over the country.

While in this way an American merchant can secure some distribution, it must be admitted that the sales are not very intense throughout the country. The intense sales are simply in and near the city. The other sales come through advertising literature, usually of poor quality, sent spasmodically, and not scientifically followed up, to their mailing list; and, most important, through the traveling salesmen they send out. We, for instance, did a business all over the country on furniture, safes, etc., direct to the consumer. We used to get up catalogues, and put traveling salesmen on the road. These men made no attempt to sell merchants at wholesale, but direct to the consumers on cash or installment plan. Our business was in practically every state in the Mexican union, but as stated above, the quantity sales came from the nearer territory. For this reason, I would not advise a manufacturer to make an exclusive arrangement for the entire country with a Mexico City house. But if an exclusive arrangement is necessary to get a start, or for any other reason, then it is best to make it only for the surrounding states and leave the other territory open to be worked through firms able to fully cover it.

## A Tip on Appointing Agents

If it is possible, keep away from the exclusive agency proposition. It has been a thing of deep grief to many an American house. Where a product cannot, however, be introduced without such an arrangement, then the contract should have certain conditions regarding volume of business expected that would permit of cancellation if the results are not satisfactory. A fair arrangement must, of course, cover a sufficient length of time to give the customer every opportunity to develop the market, if the merchandise is of a nature requiring this, as development work takes time, especially in Latin-America.

If an agency is to be offered there, the best thing to do will be to secure a list of the principal business houses

in that particular line of work in the main cities, and then make them a direct offer, either by mail or through a representative, but in the latter case, prepare the ground by advance mail work. Correspondence should always be in Spanish, and in good Spanish at that. Don't be satisfied with a half-baked literal crude translation of someone who has studied Spanish at home, or in a school for a few months. It takes years to learn, and even men who have lived there for half a generation, turn their translations over to Mexicans to get into them the proper shade of meaning and to make perfectly smooth and readable copy.

## Mexican Buying Characteristics

The Mexican is a bargain hunter. He likes to think that in some way he bought something cheaper than the seller wanted to sell it. A purchase there is never made without considerable haggling and arguments as to the value of the article. Consequently, such a thing as a house with a fixed price is unknown. Prices in the retail stores are always marked in cipher, and the salesman starts the price up high enough so that he can come down to meet the view of the buyer and still get a price that will allow a margin of profit.

This is one thing to be taken into consideration by such American houses as endeavor to do business down there by correspondence, or catalogues. They would be at a disadvantage with European houses having salesmen on the ground, knowing how to meet this condition. This handicap, however, can be at least partially overcome by reiterating and re-emphasizing on every page, or as often as may be possible, and in as graphic a manner as can be done, that the firm is a one price house, having the same figure for every customer buying in the same quantity. Capital should be made out of this instead of apologizing for it, by picturing the advantage to every buyer of knowing that he is paying no more than any other purchaser ordering in the same quantity.

This difficulty is being gradually overcome and it has been getting easier to sell on this fixed price basis, as little by little the merchants there have been learning that American business houses cannot be bargained with as far as price is concerned; also, that this system has its advantages to them and to foreigners in Mexico.

**Mexicans and foreigners in Mexico**  
(Continued on Page 152)



## DEALER CONVENIENCE—

Your dealers are your salesmen, too. Many of them sell direct from your catalog.

Give them a catalog that is always complete and up-to-date, similar to the one you give your salesmen.

If you show your progressiveness and reliability—if you cooperate to the best of your ability with the dealer—you merit his confidence and enthusiasm. He voluntarily pushes your line, because he will appreciate your team work.

## Badger Loose-Leaf Catalog Binders

should be used on your next catalog. They will increase the efficiency of your salesmen—add to your dealer's confidence in you.

You won't have to reprint the catalog for the sake of a few changed items. Instead, obsolete pages can be removed easily and quickly; new ones can be inserted; your catalog can be issued in pages or sections and will be up-to-date at all times.

It will eliminate the use of samples and sample trunks. Photographic reproduction in a Badgerized catalog will replace them. You'll save your salesmen's time and excess baggage charges.

It is a sensible business proposition. An investment in Badger Catalog Binders will pay big dividends constantly.

*Write Department F for specific facts showing  
why Badger Binders will fit your business.*

**THE HEINN CO.**



**MILWAUKEE** WIS.  
U.S.A.

**ORIGINATORS OF THE LOOSE-LEAF SYSTEM OF CATALOGING**

# If I Were a District Sales Manager

By R. D. Jackson

General Sales Manager, Safe-Cabinet Company, Marietta, O.

*This is the second article of a series designed to help the branch or district sales manager. It is written by a man whose good work as a branch manager paved the way to larger responsibilities. The next article of the series will discuss the problem of working to best advantage with the Home Office, showing how different branch managers in various lines of business are cashing in on Home Office co-operation. Every branch manager should be sure to read it.*

**I**F I WERE a district manager again I would center ninety-five per cent of my productive time upon getting business, but I would be careful that in my talks to my men I would be thinking in other terms. Sales management does not mean the management of orders. It means the management of MEN. So if I were a sales manager I would use the back door to Quota. Quota can many times be made much easier by talking and thinking some things that do not pertain to it.

We must become interested in the man in salesmanship. We must be interested in his family, his trials and tribulations. We should know and sympathize with some of the human phases of life as affect the salesman and his ambitions. Every man feels closer to another man when that man occasionally sits down and talks to him about the things which are nearest and dearest to his heart, which are his mother, wife, children, sweetheart, his hobbies and ambitions in life.

As their sales executive, what does your sales organization know about you and some of your struggles to get somewhere? They probably do not know as much as they ought to know. Some day you should tell them. When this is done, an entirely different feeling will be manifested toward you. If you also knew more about these men as men and their families, can't you see what a bond of human interest would exist as men toward men? Some of us may have the feeling that personal matters should always be locked up between us and our wives. There are some things that ought to be locked up; there are other things with regard to ourselves that those closely associated with us in business could well know and should know and when these things become known, our relationship will mean more than a business connection.

In thus establishing the bond of good fellowship you will be taking nothing away from yourself as an executive, or interfering with executive supervisory work. Of course, you are wrapped up

in the success of your district. This becomes a failing when your thoughts are so self-centered, and you listen only as a matter of courtesy to some of the human sides of life, which the members of your organization want to tell you about. When you listen only out of courtesy, and hope that the conversation will not take up much time because you want to get down to business and talk about the thing you are interested in, which is quota—you are making quota hard to get. You are not interested in the man as a man, if while he is talking to you about the things that are nearest and dearest to him, you are figuring out what you are going to say about business when he gets through.

I do not know whether any of our sales managers are guilty of not having the proper regard for the man as a man in salesmanship or not. Watch yourself and find out. The success of a company, the success of a district, the success of a sales manager are secondary considerations with the individual unit, in

ter man out of each of us to do it; and from a business standpoint, which is secondary, it will pay big dividends.

The personal, human, individual problem must, in the last analysis, affect all business problems. Let's all endeavor to get even more interested in men as men, manifesting our interest by discussing some other things that for the moment do not directly affect business and quota. Every man can not go home to his wife with his troubles. If he can't go home with them, he feels that he should be able to go to you. You ought to be his real friend and business associate. Don't shut the door upon the confidences that the man wants to give you. Don't wholly lock your own door.

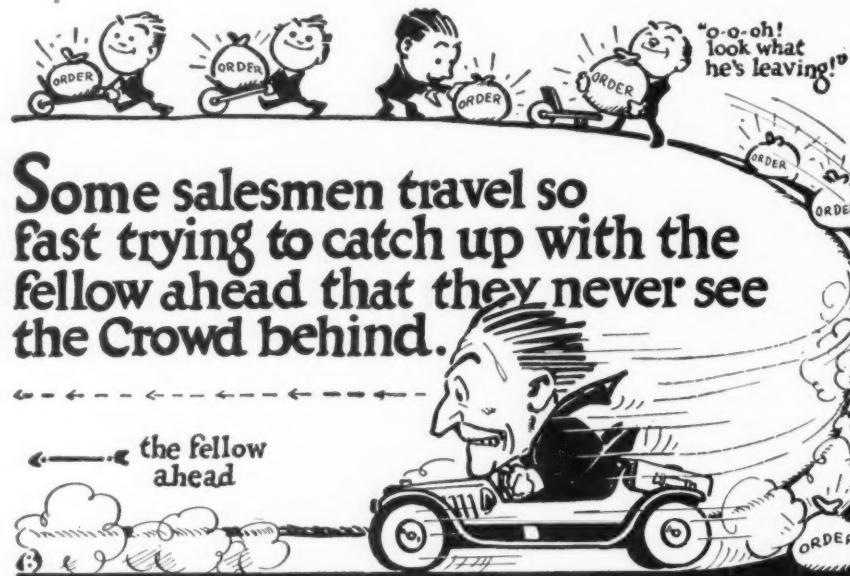
Have you, purely out of habit, gone to church every Sunday? You have been taught to do it, and besides you had nothing else to do, nowhere else to go, so you went to church religiously. Have you ever realized that, in many instances, you heard practically nothing the ministers—dozens of them—had to

say? You had seen and heard, but you had not thought of what you had seen and heard. Your mind was burdened with other things—things that vitally affected you. You could not hear.

The minister had a real man's message to tell us, but we failed to listen. To have done so would have made better men of us. The salesman has a human, man message to tell us. Do not listen as we sometimes listen in church. So, hear, and understand this man message, and we will be better men in sales management work.

Tact is always in order; it should never cease; it helps sell goods. Few good salesmen sell all the goods they should even to a good customer.

"Our subscription to SALES MANAGEMENT is one of our most valuable assets, and we appreciate the information that we receive through each copy which seems to be an improvement over each former issue." G. A. Frederick, Sales Mgr., G. E. Bursley & Co.



**Some salesmen travel so fast trying to catch up with the fellow ahead that they never see the Crowd behind.**

many instances. It may be made a first consideration through the company, the district, and the sales manager manifesting a real, deep, and sincere interest in the individual and personal man problems of life. Many of these problems, when discussed, seem far removed from quota. Get the man in sales management to realize that they are so close to quota that they affect every week's business. The individual man's problem should be sincerely and sympathetically listened to, because it will make a bet-



## Why Not Ask *Him* In Also?

SALES conferences that exclude the *retailer* are certain to fail of their real purpose—greater sales volume.

Why not develop *all* your sales factors—especially the man behind the counter upon whom you must rely for putting your products into the hands of the consumer?

Your product sold to the dealer is only half sold. It is the dealer who must sell it ultimately. He is a most important factor in your sales organization because you cannot sell him any more than he in turn is capable of selling the consumer.

Perhaps you cannot have him there in person but you can inspire him with the spirit of your conferences and make of him a more efficient factor by giving him the benefit of your sales advice at frequent intervals in a dramatized, impressionistic manner in a Bert L. White Dealer Development series.

The Bert L. White plan is not a cut-and-dried "service," but a campaign built to meet the requirements of your business.

How this plan can be applied to your problems will be explained on request from executives.

**Bert L. White Company**  
*Dealer Development and Sales Promotion*  
1215-1227 Fullerton Avenue  
Chicago, Illinois

# Packages that "Kid" the Buyer

*Special Washington Report*

*In order to give our readers a squint behind the scenes of the package diagnosis that has been going on in Washington we have had our Washington representative sit in at some of the sessions. In this report he gives you some of the practical suggestions that developed, selecting material that is of general application to all lines of business, even though the hearing was limited largely to the food product lines.*

THE Committee on Agriculture of the U. S. House of Representatives has had before it—and has favorably reported to Congress with a recommendation for passage—certain amendments to the Food and Drug Act that if approved will operate to banish, within the jurisdiction of that law, all "slack-filled" containers and packages that are otherwise "deceptive." The pending legislation is sweeping in scope and would endanger many familiar packages which possess in their present guise considerable sales momentum. It was incident to the discussion of the sentimental significance of a package as contrasted with its mere utilitarian purposes, that light was thrown on an issue which has more or less contact with every selling campaign.

Executives of the Widler Company of Cleveland have brought out the fact that certain sales interests have considered it advantageous to have for their various commodities not only a uniform type of package, but likewise packages uniform in size. H. W. Madison of the Widler Company has explained how such a policy makes it all but necessary for a marketer to indulge in some instances in what savors of slack filling. For example, the Widler Company has had as its standard container what it terms its "two-ounce package." In the case of spice this container is above criticism because two ounces of spice will fill the receptacle almost to the top. However, when it comes to pepper, complications ensue because the requisite quantity of pepper occupies only three-quarters of the space in the uniform package.

#### Sales Value of Package

A point emphasized by Mr. Madison was that—in his line at least—the tin package has a distinct sales advantage over any other type of package. When war conditions sent upward the price of spices, the Widler Company might have disposed of some of its packaging complications by turning to the paper package, but it was found that the purchasing public virtually insisted on a tin container, even though to obtain its desire it had to content itself, in the case of a five-cent package, with one cent's worth of spice, the other four cents going to pay the cost of the can and make the necessary allowance for labor and profits.

That certain traits of human nature may be played upon to give selling appeal to a package was graphically illustrated by a recital of certain influences in the candy trade as detailed by Louis W. Wheelock of the firm of Stephen

F. Whitman & Son of Philadelphia. Mr. Wheelock said: "Package candy is largely a gift proposition and the giver wants his gift to appear as large as possible, and we have to cater to that desire. The tendency has been toward a larger appearing package. Our standard package, which is a branded package under the name of 'Sampler,' was gotten up without regard to net weight. We designed a package which would be distinctive and identified with our company and afterward found it contained 17 ounces. We branded it '17 ounces' but it doesn't conform to any standard weight.

"My company puts out a one-pound package that will illustrate the relation to social fields and the gift proposition. This package is purposely made large and attractive because it is almost wholly a gift proposition. Bearing in mind the social feature of candy eating, this package is made up with nine trays inside, which makes the package larger, but the purpose of the trays is to separate the contents conveniently for distribution to card tables, etc., so that there is a legitimate reason for its shape and size. This package has been on the market for eight or nine years and its popularity has increased."

#### Even-Price Packages Popular

The instinct of the purchaser—particularly the average housewife—to demand the "even money" package has been hammered home at Washington by Richard H. Bond, who represents the flavoring extract manufacturers of the United States. According to marketers in this field it is very difficult to induce the housewife to accept a package at an odd price, says 6 or 7 cents. Mr. Bond reports that in different sections of the country there is divergence of price preference. He found that certain sections showed a weakness for the 5-cent package, others inclined to the 10-cent dimension, and yet others favored a 15-cent package; but in all communities alike—as though in refutation of the supposed love of a bargain as intimated in an odd price—there was great difficulty in persuading housewives to purchase freely at uneven prices, when war-time conditions made it necessary to either advance prices or else place a smaller quantity of goods in the package form to which the purchaser was accustomed.

How the National Biscuit Company took advantage of time-honored custom or tradition in its packaging was related at Washington by Ferd. W. Bode in explaining why the National puts up one brand of its ginger snaps in a container

that has the top and bottom slightly "set in," not from any desire to deceive but merely for the purpose of meeting an ideal. Mr. Bode explained: "Ever since bakeries have been operated in a commercial way and on a large scale, the farmer has had a barrel of ginger snaps and a barrel of apples on hand all the time for his children to eat, and ginger snaps have been packed in barrels, and there is a desire in the trade for a barrel of ginger snaps. Now, ginger snaps in a large barrel get soggy and unfit for food, and in order to meet this situation the National Biscuit Company produced a small carton of ginger snaps which can be purchased by the consumer at a moderate cost. In fact, he can get more ginger snaps in this carton than he could if he bought them in bulk for the same money and the ginger snaps stay in a good, salable condition until they are used."

Through its present effort to extend the law of the land to prohibit the slack-filled package, as well as the container that attains results by means of a false bottom or other subterfuge, the Government is bearing eloquent testimony to the disposition of the man or woman before the counter to select whatever form of package seems to offer "the most for the money." Discussing this influence, Dr. Carl L. Alsberg, Chief of the U. S. Bureau of Chemistry, recently said: "Our experience under the food and drug act has been that the consumer compares packages by their size, and, other things being equal, a man who puts out a pound in a large box gets an unfair advantage over his competitor who puts out a pound in an honest-sized or shaped box. If you hand a purchaser two boxes, side by side, the purchaser will take the larger box. That may seem stupid or foolish but that is the way it works out in practice."

#### Stick to Tried and Proven Container

The extent to which packaging practice is a matter of trade custom has been most convincingly brought out during the consideration at Washington of the pending act to regulate containers. Although there have been cited specific instances in which a venturesome seller has won a distinct individual success by breaking away from tradition and staking his faith on a distinctive package of unusual capacity, the burden of the testimony from numerous lines of trade has indicated a general disposition not to risk innovations but to follow the packaging fashions that prevail in the trade involved. It is just because of this conformity to an established pace that many sellers have been led during the

# An Open Door - Step Through It!



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What they will do for you by placing every card in sight

**T**HEY put chain-lightning into my record-keeping and fact-finding," is the way one executive describes it. Acme Visible Equipment multiplies the value of your records by making them swift, unerring, accurate! Reference to any card in thousands becomes a matter of seconds. One clerk can do the filing work that three do now. Acme prevents mistakes, reduces filing costs two-thirds, and ends the steady losses from delays, oversights, and errors that occur with ordinary filing methods.

Are your files the laggard in your business? In thousands of offices, they are.

Do you tolerate an inefficiency in record-keeping, that you would instantly correct in any other factor of your business?

Executives who realize that letting well-enough alone is all too often letting poor-enough alone, are quick to see the gap that Acme Visible Equipment fills.

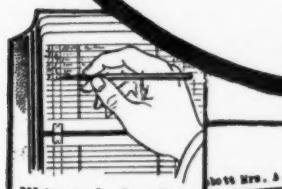
This all in-sight method of filing is bringing modern record-keeping abreast of modern business.

Wherever card-files are in use, Acme Equipment can be used—and should be used. It does more than solve the problem of speed and cost and accuracy. It puts a man's finger on the pulse of his business—it places all the facts before his eyes—enabling him to SEE—to visualize—to grasp every phase and every vital detail.

Let us tell you the how and the why of this better record-keeping method. Let us send you

"Greater Speed and Accuracy," a booklet for busy executives, which tells in detail what Acme Visible Record Equipment can do for you in your business.

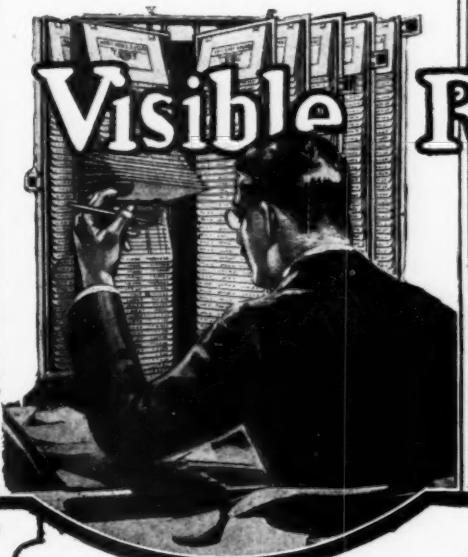
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### Coupon

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Mail catalogue on visualized Indexing  
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Address \_\_\_\_\_

Individual \_\_\_\_\_

war or post-war period to follow one plan of reconciling their packaging practice to higher levels of commodity prices, when—if free to follow their own dictates—they really would have preferred some other form of revision. For example, when commodity prices began to advance there were few producers in any branch of the food field who looked with favor upon a reduction in the size of familiar packages. That would have jolted the consuming public in its carefully cultivated habit of purchasing a familiar type of package, to say nothing of the loss involved in the discard of containers on hand. However, there were many marketing managers who felt that the proper procedure was to increase the price of the familiar package, explaining to buyers that the increase was necessary in order to maintain quantity and quality. But not a few of these sales managers were forced by competition to disregard their convictions and adopt the doubtful expedient of slack filling. They realized that with a purchasing public prone to take all packages "for granted" the seller who asked an increased price for a fully-filled package would have little chance against a rival who offered an underfilled package of the same size at the old price.

#### The Case of the Manufacturer

Indicative of the part that packaging strategy can play in selling, Dr. Alsberg related the following incident: "One manufacturer put out a package which was considerably 'shorter' than another package which had been sold in the community. It was the same sized package but contained considerably less than the old trade package which was customary in that particular district. By virtue of having less in the package, he was able to sell to the retail grocer for less, so that it was to the retailer's interest to push this particular goods at the expense of the other goods which cost him more. The manufacturer did not give the retail grocer the full benefit of the lesser cost of packing the article but used the difference between the lesser cost and the lesser price he charged to stage an advertising campaign on this particular article."

Expert opinion, as disclosed in the discussions at Washington, is all sympathetic to the theory that a sales interest having once invested its package with individuality through shape, form, color scheme or other attributes should endeavor to preserve the distinguishing characteristics even though it be necessary to change the size or dimension of the container. Thomas E. Lannen, speaking as the counsel of the manufacturers of syrups, flavoring extracts, etc., has declared that it is possible for a manufacturer to stand in a field by himself by devising a can "so peculiar that no manufacturer may infringe on it."

When you realize that if you keep thinking about your problems the more problems you will solve you will appreciate the necessity of thinking long and hard. Mental ruts are like clinkers in a grate, very bad.

## Murphy As a Letter Critic

By S. Roland Hall

MY FRIEND Murphy, a sales manager, may not have everything that a sales manager ought to have, but he is strong in his knowledge of human nature. Maybe that accounts for his being a sales manager.

One day one of his bright young men came in with a suggestion. "What do you think," said he to Mr. Murphy, "of sending out a sales letter to our dealers pointing out once more in a snappy way, what they will gain by adopting modern merchandising methods?"

"Wait a minute, Frank," said Murphy. "The Lord didn't give me any over-supply of imagination. You may have in your own mind exactly the type of letter you are thinking of sending out, but I don't get you. At least, I am not sure that I do. The best thing to do is to write this letter you are talking about, bring said letter in and we will sit down and talk it over."

The chief clerk was not very long in getting his letter laid out. He had been putting in spare time studying a three-volume set on better letter-writing, dealing with everything from A to Z, and then some more. Pages 85 to 146 tell you exactly how to analyze your prospects, pages 147 to 218 tell you exactly how to pin their interest down, how you can hypnotize your readers, etc. Of course, the authors of this famous set of books (I happen to be one of them!) assumed that readers will use horse sense in all the applications they make of the principles discussed. Some readers have this horse sense. What you are going to do for those who haven't is as yet an unsolved problem.

When Frank laid his proposed letter before Murphy of twenty years' experience in dealing with retail dealers, this is the way his first paragraph read:

The day is past when the retail dealer can do business the way his father or his grandfather did. To get his share of business, he must be up to the minute in his methods. No longer will the old standing card in the newspaper bring him the business he ought to have. He must have a mailing list of live prospects and he must put out strong, convincing soliciting letters regularly.

When he had read this far, Murphy leaned back in his chair, put the tips of his fingers together and said, reflectively, "Frank, I was in a dealer's place on Long Island the other day when a bright rosy-cheeked young salesman came in and talked to the old merchant. This young fellow was enthusiastic and he talked well, but he had too much the air of the lecturer or teacher about him. You could see, without half trying, that he was delivering conversation on which he had been carefully schooled, and it wasn't getting anywhere with that old codger, who does most of his business on personal relationships with the folks of his town. When the old merchant finally spoke, what do you suppose he said? 'Young fellow, did you ever try to run a store in a small town?' And then he turned round to me with a wink and added, 'Some day I am going on a long fishing trip and let some of these bright young salesmen who have been out of school only a few years try their hand at running this business.'"

"I am saying this because I am dead sure that most of the letters sent out that say between the lines that the small-town dealer isn't on to his job don't get very far. Let's not take a chance on any letter that might seem to reflect on the way the dealer attends to his business. It is certainly true that a lot of the crowd that we do business with seem pretty dead as merchants, but it won't pay us to tell them that—certainly not in a letter.

"Your first paragraph is like most first paragraphs—a fine thing to write just for writing practice—but a mighty good thing to cut out entirely when you begin to revise. Now, here in another paragraph you start off with a reference to a good soliciting letter that some of our dealers have sent out on our suggestion and found it brought good results. Let's start right off with telling him about the pulling power of that letter, who tried it out, what they got, and so on.

"You say that Jenkins at Steubenville got a ten per cent return on this letter and that Brown Brothers at Wheeling got twelve per cent. That's fine, and any dealer who has tried out circular letters will know it. Why not start off with something like this:

Are you using circular letters that bring you a ten per cent return that you can trace? Here is what a few of our dealers say about a letter that we recently prepared for them and had them test carefully.

"You see, this kind of letter gives the dealer better ideas on local circularizing, but it gives him this *through the experiences of other dealers*. He is nearly always impressed with what other people in his own line are doing or have done.

"Dealers are not all alike. There are more than 57 varieties, but, just the same, I think we in this office have got to keep certain types in mind just as they say Robert Bonner did when he was editor of the *New York Ledger*. He always judged everything from the view-point of an old lady and her two daughters up in Vermont, who existed only in his imagination. Whenever he was in doubt, he always asked himself, 'How will this strike the old lady and her two daughters?' We must test our stuff here in the office by keeping some general type of our dealer in mind.

"Have you a lot of specimens of these letters as we printed them up for the dealers you mention? Plenty, eh? Well, that's fine. Let's attach a copy of the letter just as these other dealers used it. Then these dealers that you are going to address now will see exactly what you are talking about."

All of which seemed so full of good business sense that the writer of this item thought it well to pass the incident along to the reader of *SALES MANAGEMENT*.

"Am enclosing check for subscription to *SALES MANAGEMENT*. I think your magazine fills a long felt want among sales executives, and therefore do not like to run the chance of not getting it at a news stand."—J. A. Zimmermann, Patek Brothers.

# "Yes, Hoyt is a Builder of Good Plans"

## But he left my friend in the air by stopping there.

By Charles W. Hoyt

ONE day a friend of mine asked a representative of one of America's leading advertising agencies what he knew about Hoyt's Service, Inc.

The agency representative paused, looked wise and with the look on his face of a man bound, at any cost, to do a good deed, said:

"It is my opinion that Hoyt's Service are absolutely the best diagnosticians of a marketing problem in the country and that they can, and do, build most complete and intelligent plans."

But he stopped there; and after giving my friend a little time to assimilate all of that, he went along with his own story telling why his agency, after all, might be the best to do my friend's work.

Well, perhaps our reputation as plan builders is bigger or more evident than as executors of plans. The answer I made to my friend, when he told me of this incident, was to suggest that he take our entire list of about fifty customers, letting me mark those whom we had served for some years, and to ask each of them what they thought of us.

We have two different counts on which we like to be investigated by those who are considering employing us as their advertising agents.

First, we want them to be thoroughly convinced that we know how to build marketing plans, and that our method of starting an account by plan building is sound and that it has produced successful results.

But when we have arrived at that point, we like to suddenly change to another side of the question, by saying:

"But suppose we can build a worthwhile plan, what good is that unless we can prove to you that we are able to execute our plan, in a way that will be satisfactory to you?"

Some years ago, when our business was small, I was puzzled as to the best method to serve customers through the aid of a large organization. Every time I asked for the reason of an advertiser who had changed his agent, he replied that he did not receive service. Every time that I asked an outsider as to what was the reason for the change of an account, I was told that the adver-

tiser thought that he did not secure service.

Next I tried to find out what they meant by service; and then I had to decide how we could give service. It was easy enough to offer service with a small organization; but that meant a sacrifice of the high-class skill made possible by a big organization able to employ many specialists.

### SOLVING THE SERVICE PROBLEM

I am sure, in view of what we have done with the accounts of some fifty of our present customers, that I found the answer to this problem. I am sure that Hoyt's Service, Inc., having secured an order from an advertiser, can serve him to his satisfaction; and, all things being equal and fair, hold and develop the account.

An inquiring advertiser might ask: "How is it that you have been able to hold the customers that you have, for these many years, and develop their advertising accounts; while the firms themselves have prospered and grown? Your customers are satisfied with your service—How do you accomplish it?"

In the first place, a business like ours cannot depend upon a mere system for success; it must first have BRAINS AND MEN. My observation of the problems of the manufacturers with whom I have worked has led me to believe that you cannot build a human machine—a business organization—in a few months—even by the aid of a fat payroll.

A wise acquaintance of mine, a manufacturer, recently said to me: "Mr. Hoyt, watch us! In four or five years we will be leaders in our line. But it will take time to secure and develop enough men to build our organization so that it can produce the amount of goods that we can sell."

So it was in our business. One of the biggest problems that we have had the past few years was the training of men competent to satisfactorily handle the business of our customers. We are constantly on the lookout for those who will add to the value of our organization; but we believe that the best success will come from those who grow up with us. We are con-

stantly recruiting our forces. We always carry extra men on our payroll in the capacity of learners.

But having built the organization, we know how to serve satisfactorily. We prefer to tell and explain this to you. If you ask us about the second part of our proposition, namely, our ability, having built a correct plan, to execute it, then we will first show you the results, by introducing you to our customers that we have served for many years, and by letting you find out what they think of us. Secondly, we will explain to you the methods by which we have been able to secure these results. Then you can decide for yourself whether our methods are the sort that you want to apply to your own business.

If you employ us you will surely secure what we call "Planned Advertising"—advertising that is carefully thought out in advance—advertising that is carefully prepared according to a plan—advertising that is routed as per schedule—advertising that secures the results that are anticipated and foretold in the plan.

### CONSTRUCTIVE IMAGINATION

This phrase, "Securing results that are foretold," suggests what, after all, is the biggest thing which we have built into our plans—the biggest benefit which we have brought to the organization of our customers—and that thing is VISION.

Unless an advertising agency possesses VISION, or CONSTRUCTIVE IMAGINATION, then it is nothing but a group of mechanics, concerned merely with the work of this hour and day. Hoyt's Service, Inc., has constantly looked ahead at the problems of its customers, for next year, and the years after. And that is a third qualification by which we like to be judged and investigated.

If you are interested and are willing to talk and listen to us—if you want to find out something about our methods—write, telephone or call on us. We will be glad to meet and talk with you, either in your offices, or in one of ours. If you care to read more in detail about some of our accounts, write for the pamphlet entitled, "Four Advertising Successes"—free to any executive applying on his business stationery.

## Hoyt's Service, Inc.

## PLANNED ADVERTISING

80 Boylston St., cor. Tremont  
Boston, Mass.

116 West 32nd Street, New York

Leader - News Building  
Cleveland, Ohio



# EDITORIAL

## Shake Up the Federal Trade Commission

is to be investigated by Congress. It is our ardent hope that the investigation will be of the same type and style that the eminent commissioners themselves perpetrate, and that when the smoke blows away there will be no commission left. Its favorite pastime of trying cases in the newspapers, attempting to harness the natural laws of business to make the elections safe for democracy would be humorous if they were not so dangerous. The idea of a Federal Trade Commission is fine. There is much constructive work that it can do. But, so far as we can see it is mainly interested in tearing something down. Its whole activities are quite in the same class as those of other government agencies which are behind the present agitation for marking cost prices on merchandise. Such an order has already been issued by the Montana Trade Commission, and there is some talk of other states following suit. What does the government propose to do, put a man in every store to check up on the tickets and see that the prices are right? Surely it must know that one of the favorite tricks used by shyster business houses is to show the sucker "in confidence" the actual invoice showing "just what they paid for the goods." The main trouble with the kind of government paternalism we are now having is that it puts a premium on trickery and a penalty on honesty.

\* \* \*

## What is the Good-will Value of Your Business?

figures. Ask an accountant and you will learn that it has little if any value on the balance sheet. Now comes Montgomery Ward & Company seeking to dispose of a new stock issue with the statement that while no value has been placed on their name in the balance sheet, they estimate the good-will value of the business as being equal to its total assets. This strikes us as being a conservative and safe formula for fixing the good-will value of an established and going merchandising business. How would it apply in your case? It might be interesting to set down a figure as representing the total good-will value of the business, divide it by the total number of accounts on the books, and arrive at the average good-will value per customer. The answer might serve as a convenient peg on which to hang a letter, which will visualize to the salesman that a customer has a definite cash value, and every time he loses a customer he is liter-

ally taking that much money out of the bank and throwing it into the lake.

The closing months of the year bring several announcements of chain store activities which are anything but comforting

to the sales manager distributing through independent middlemen. The news of the Kroger Grocery and Baking Company's plan to increase its chain from 600 to 1000 stores is but one of many ambitious programs which have been outlined for 1920. As though this were not enough there comes a well substantiated report that Austin Nichols & Company, the New York wholesale house, is quietly buying up grocery jobbers across the country with the intention of operating a chain of wholesale grocery houses. It is not difficult to picture the far-reaching effect that this move will have on sales practises generally. Other jobbers will be forced to pool buying power in pure self-defense, with the possibility that the distribution to the trade may pass into the hands of a few large chains. Such a condition would be fraught with grave consequences to a manufacturer solely dependent upon a jobber outlet, as well as the small jobber who attempted to retain his independence and conduct a lone fight. Our fears may be quite unfounded. There are many developments that might arise to stop the swing of the pendulum, but at any rate it is an interesting tendency which will bear close watching.

## Provide More Brains With More Time to Study Business

The prediction is made elsewhere in this issue that we may look for an early return of the buyer's market. The impression is general that there will be a decline in prices, that we shall have more aggressive selling, and that the sales department will cease marking time and get back into harness. None of these conditions may come to pass, but it is more than likely they will. In any event you should prepare.

The first step in preparing, as we see it, is to provide more brains with more time to study business. There should be in every sizable concern some one who corresponds to Ralph Starr Butler of the United States Rubber Company and L. D. H. Weld of Swift & Company. Neither of these men, so far as we know, is charged with any definite daily task. Their job is to THINK. They are men who have a broad perspective of business. It is their job to keep informed about what is going on in this busy world of ours, so that nothing of even the most remote value to the business can slip by unchallenged. Whenever they run down anything that looks like an idea

# COMMENT



they round it up and put it before the proper executive. Like the look-out at the mast head, they are in a position to see things which the captain, busy in the chart house, might fail to observe.

In case the organization is not large enough to support such an office the work can be done through a trade association, although not as effectively. But in any event prepare now for the inevitable.

Employ more brains. It is only organizations who prepare to meet changing conditions, to plan ahead, to study all aspects of their problem, even to the conditions prevailing in the regions where the raw materials originate, source of supply (both new and old), the political, social and economic aspects of the demand (locally, nationally and internationally), that can survive, if competition becomes as keen as there is every reason to believe it will during the ten years or so following the return of the buyer's market.

\* \* \*

## You Don't Know What You Can Do Until You Try

In an interview given to a representative of SALES MANAGEMENT recently Mr. H. H. Ware, general sales manager of the Pacific Coast Glass Company, called attention to the case of J. P. Retternmayer, president of the California Brewing Association. Instead of hoisting the white flag when prohibition came along, Mr. Retternmayer decided to turn his plant into a bakery. Result—he is now a baker on the same scale that he was once a brewer and indications are that he will make even more money making bread than he used to make brewing beer. This condition is true the country over. The Otto B. Stifel Brewing Company of St. Louis is securing national recognition as a maker of oleomargarine. Even now this enterprising concern is planning a sales and advertising campaign of far reaching significance. In Denver the Adolph-Coors Company, once a leading brewery, has already built up a dealer distribution for its condensed milk line that is making some of the old established concerns look to their laurels. In Chicago Schoenhofen is putting "Green River" over in a big way and it is quite probable that in time the sales on this beverage will outdistance the sales on its once famous "Edelweiss" beer. We could go on citing similar examples, for in every good sized town you will find at least one brewer who instead of being ruined by prohibition has been able to lay the foundation for a business that promises to be even more stable and more profitable. So we say—you never know what you can do until you try. The so-called adverse conditions which we so loudly bewail are quite often opportunities in disguise—at least they can be turned into opportunities by men who have the courage to do and dare.

## Do Schools For Salesmen Really Pay?

The other day three sales managers were discussing schools for new salesmen. "Greatest thing you can do," said the younger man. "Not worth a damn," said the older. Who was right? Your answer will depend upon your experience. We are all prone to generalize, when as a matter of fact our individual experience may be the exception to the rule. To reach any sort of conclusion in sales procedure we have to add to our own experience the experience of others and then average the whole: In the case of training schools for junior salesmen you will find experience sharply divided. The Burroughs Adding Machine Company, during Mr. Lewis' time, spent a great deal of money in schools for training junior salesmen. But now it has modified the idea. "The schools were not entirely practical," said an official of the company, "and they did not always give us the benefits we hoped for. At the present time we do have schools for salesmen but they are for experienced men, although the junior salesmen when they are employed by our agency managers are given a study course, which course depends entirely upon the judgment of the manager." On the other hand, The Hoover Suction Sweeper Company found a school training for salesmen a great help, and the same is true of the Britigan organization in Chicago. In our estimation, after observing and participating in salesmen's schools over a period of years, it is unwise to spend money training question marks. When a new man has proved he is of the stuff that real salesmen are made of, then say we, take him into the factory and train him.

\* \* \*

## When Prices Begin to Hit the Downward Trail

Have you noticed how salesmen are getting into the habit of confining their sales talk to higher price predictions? One sales manager says that he thinks salesmen have forgotten how to use any other argument. It is true of a great many organizations. What is going to happen to the business of these men when the market starts to fall—as it surely will sooner or later? It is highly important that salesmen be warned against slip-shod price-scare salesmanship of all kinds. They should be impressed with the need of keeping the customer sold by the use of educational sales arguments, even though it may not be necessary to use these arguments to get the order. It will not do to wait until prices begin to slip to do this. The time to begin is NOW.

# When Team Work Is Wanted

By Austin A. Bardwell

*A sales organization is a good deal like a football team. Too much value cannot be placed on the brilliant player. You need as many of them as you can get. But one or two stars don't give you a championship team. To win consecutively day in and day out you need a team that knows how to pull together, and support each other. Too many sales coaches pay too much attention to building stars and not enough to building up the sort of team work that counts most.*

Is there such a thing as too much rivalry among the salesmen? B. M. Schlichting, general sales manager of the American Scrubbing Equipment Company, Chicago, believes there is. He finds that quite often better results can be obtained when the sales plan is framed to produce a spirit of team work, as well as a spirit of friendly rivalry which such devices as the sales contest and the 100 point club tend to develop. His salesmen were formerly given regular injections of ginger, through contests, to maintain their quotas, prizes of money being offered not only for the highest percentage shown for the year, but also for the best record each month.

The cash prizes paid out monthly were not limited in number, but were awarded to all salesmen who made or exceeded their quota. Apparently every one had an equal opportunity, yet certain men continued to get prizes, while certain others failed to land them. The latter seemed to be in a rut out of which not even the possibility of adding a neat cash prize to their total earnings for the month seemed to be able to budge them.

#### What Holds Back the Sales Force

Mr. Schlichting decided that if the leaders on the sales force could be induced to take a personal interest in the records of the other members, and to endeavor to help them land the orders as well as build up their own individual records, it would have a great effect. The idea he had in mind was not so much the discussion of technical sales methods developed by the stars of the staff—because lack of information along this line is seldom the explanation for a poor showing—but rather to add a psychological element that would tend to overcome the inertia that was holding down the sales records of some of the men.

The plan he finally decided upon and put into effect was the grouping of the men, with the addition of monthly cash prizes to members of each group all of whose members "went over the top" with 100 per cent of their sales quota or better. In other words, the regular prizes for turning in the assigned volume of business continued to prevail, but an additional prize was offered to each member of each group, all of whose members were successful in reaching the amount fixed as a reasonable volume of business for them to turn in.

The idea may have been based on the 100 per cent solicitation of subscriptions for the Liberty Loan and other war drives; but no matter where Mr. Schlicht-

ing got the suggestion, it turned out to be a winner. He has reported excellent returns from his men since the addition of the group or collective plan to the contest, and believes that it is likewise having a good effect in building up a strong *esprit de corps* among those in his organization.

#### He Was 20% Behind in Orders

The company sends out weekly statements showing the volume of each man, in terms of percentage of his quota, so that those in each group know how their fellow members are coming along. If it is seen that the extra earnings are in jeopardy because one or more members of the unit to which they belong are failing to produce the amount of business needed to reach the group quota, the delinquent ones are likely to hear from the other members—not in the way of nagging, but in the form of an appeal to get busy and land enough orders to make up the proper amount.

All communications among the salesmen are through the sales manager's office; and this gives him an idea of how the men regard the plan. Not long ago all the members of one group, with the exception of one man on the Pacific coast, had managed to put over enough business to assure landing the special prizes, in addition to the regular monthly prizes. During the last week of the month this man was still 20 per cent shy. Members of the group wrote in asking Mr. Schlichting to send a telegram to the delinquent signed by all of the men in the unit, appealing to him to help save the bacon of his fellow-workers by coming through with his quota. The appeal to the pride of this man was successful; he got busy with his live prospects and closed enough business before the end of the month to enable him to exceed 100 per cent of his quota.

The result of the personal interest taken by the salesmen in their own records as well as in the records of the other members of their group is having the desired effect, as a much larger number of the men are turning in 100 per cent sales quotas or better every month. This is the ideal of sales organizations, of course, and the group plan certainly is bringing that result about in this particular case.

The cash prizes are not unusually large but are sufficient to be an inducement, ranging all the way from a monthly prize to the individual who makes his quota, amounting to \$25, to an annual prize of \$300 for the same achievement. The extra prize to each

member of a winning group is \$5 for each man, which means an addition of \$60 a year each for 100 per cent records for all members of the group. As this is absolute velvet, there is no secret regarding the interest the men are taking in each other's work, or to the effort they are extending to others who are slumping, to come through with a perfect record.

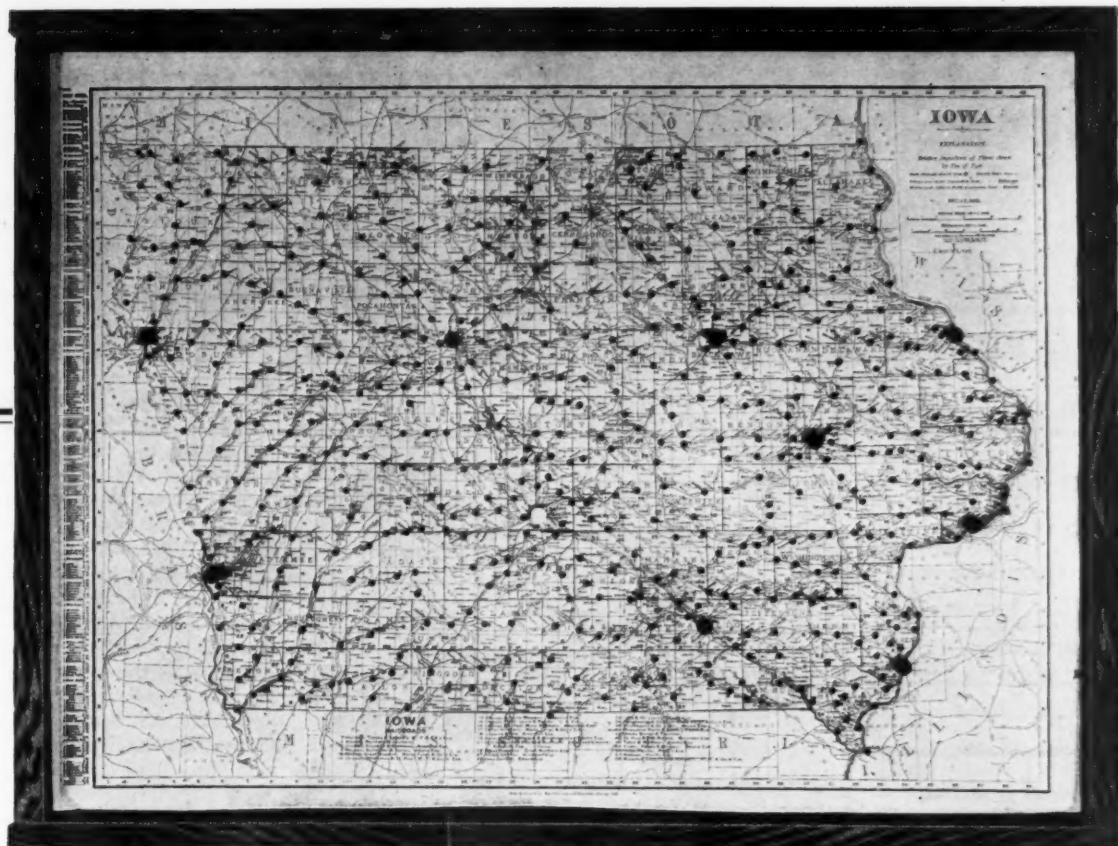
It may be of interest in this connection to note that in many retail establishments salesmen are being paid not only according to their own individual production, but on the basis of the increased business of the store as a whole. This, too, results in every man trying to make better salesmen out of the other boys on the floor, and realizing that their selfish interest lies in teamwork rather than striving for individual honors only. The fact that salesmen representing a manufacturing organization are scattered over the country and are able to get in personal contact with each other only occasionally prevents the close co-operation that is possible in a retail store, but the personal element is there just the same, and that is what counts in rousing the energy and ambition of the man who is falling down, but who is not allowed to fall without being urged to get going for the sake of his fellows, if not for himself.

#### \$1,000 for a Label Design

It is said that one of the big meat packers experimented with over forty designs before selecting a label for its food products. A flour company spent over \$1,000 before it developed a satisfactory label. When a label was wanted for glass jars of Sunkist Marmalade nine artists were commissioned to submit sketches and the final design embodied ideas from nearly all the designs submitted, yet was unlike any one. Forty-two sketches were drawn before the Sunkist Marmalade label for tin packages was adopted.

The label is the suit of clothes for the product and it must suggest the goods inside and their quality and link up with any advertising that has appeared. After years of use a label becomes a valuable asset. It should be right at the start.

"We find that SALES MANAGEMENT contains many live articles by high grade men, and anxiously look forward to the receipt of the next copy." F. A. Ricks, Mgr. Sales Guarantee Fund Life Association.



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## Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.

### Protecting Models Used for Advertising Purposes

Elmira, N. Y.—In connection with our plant we have for advertising purposes built a small model dairy barn and we are wondering whether or not it would be possible for us to protect such a sign from being copied. This would hardly come under the heading of "trade-mark."—J. M. Co.

Our correspondent is correct in the assumption that trade-mark protection cannot be invoked in his case. A requisite of a trade-mark is that it be attached to the goods and for all that the courts have decided that the use of a trade-mark on samples is a trade-mark use this would scarcely encompass a replica or model such as involved in the case here under consideration. If a firm engaged in the manufacture of sanitary barn equipment saw fit to use in its advertising a picture of a model dairy barn that picture could, presumably, be fully protected by copyrighting the subject as an advertising print. When, however, protection is sought not for a pictorial representation but for the form of the individual article, which in this instance is used as a roadside sign or exhibit, the situation is more complicated. We may suspect that our correspondent's only hope of protection is to seek a "design patent." The design of an article has been defined as the appearance of the thing as distinguished from its structure and therefore design patents refer to appearances, not utility, which would seem to bring the miniature dairy barn within range of this classification. However, it must be borne in mind that a design to be patentable must be "original" with the inventor. Similarly, there must be features which would render the design "ornamental." Such subjects as a design for a claw hammer and a lamp chimney cleaner have been rejected at the Patent Office because not ornamental. Only consideration of an application at the Patent Office could be counted upon to determine the eligibility of a candidate such as a barn of supposedly distinctive design. Finally, however, it must be borne in mind that there is always the recourse of the laws aimed at unfair competition if it can be shown that a sign or demonstrational device has been imitated by competitors with resultant confusion in trade or deception of customers.

### Adopting Distant Relations for Using Family Names

Warren, Pa.—We desire to secure the right to use in trade a proper name that is the property of an individual not now identified with our company. Is there any objection to taking this man in as a small stockholder in order to gain authority to make use of the coveted name?—N. S. T.

If the use you propose to make of the name in question would not constitute

an encroachment upon the privileges of any prior user there would appear to be nothing illegal or unethical in recruiting as a stockholder the bearer of a promising name. However, if this plan be followed in order to "take into the family" an obscure bearer of a name of established prestige in the business world, then beware. Only a short time ago an incident occurred that well illustrated the difficulties of adopting a "distant relation" of a business giant. Steinway & Sons, the well known piano manufacturers, were successful in preventing the registration at Washington of the name "Steinola" when it was shown that the organizers of the Steinola Company had given to a man by the name of Stein one share of stock for the right to use his name.

### When Trade Mark Names Become Common Nouns

Birmingham, Ala.—Will the U. S. Patent Office revoke the certificate that has been issued for a trade term or name that when registered was fanciful or meaningless but which has since become generic—that is, been adopted into our language as signifying a whole class of products, not all of which are manufactured by the coiner of the word?—C. & S.

Presumably not. There is no disposition to void the rights of the Eastman Company in "Kodak" although all sorts of hand cameras are dubbed "Kodaks"; nor is "Pianola" in jeopardy because the name is applied indiscriminately to player pianos. Not long ago an official of the U. S. Trade Mark Division stated to the writer that if the word "Rotogravure" were now to seek enrollment at Washington it would probably be rejected because it has become descriptive of an entire class of printed products, but that does not mean that there is any intention to disturb in his exclusive rights the producer who secured entry for "Rotogravure" years ago when the word had none of the broad significance that is now imputed to it.

### Volume of Trade Mark Applications Double in Last Year

San Francisco, Cal.—Being desirous of adding new specialties to our family of products we have lately had occasion to file applications for trademark registrations and label copyrights. We find that the Federal Bureau at Washington is much slower than in former years in turning around on such applications. Is our experience unusual?—D. D.

You are suffering the common fate of sales interests. The explanation is found in the fact that Uncle Sam's trade-mark and label registration machinery is just now hopelessly over-worked and an appeal to Congress for help has not as yet brought authorization for the additional "examiners" that



**T**HREE'S a whole lot to jams and jellies besides smearing them on a big slice of bread, getting them on your ears and, if we're young, getting a spanking for messing up the clean shirt waist mother just put on us not 15 minutes before!

¶ Jams and Jellies look interesting. They ARE interesting. If you want to get good and hungry go out on an investigation in Baltimore and see the various brands that before, perhaps, you didn't know existed.

¶ It is a remarkable fact that the percentage of distribution in Baltimore is more nearly equalized on all brands of Jams and Jellies than on any other commodity we have investigated during our present "drive."

¶ There is not, as in the case of Talcums, a single brand with 99% distribution and the business concentrated in three or four at most. In Jams and Jellies the highest has only 38% with 9 brands showing 10% or more.

¶ There is a tremendous opportunity, the investigation reveals, for domination in this field that is not at present being utilized—a splendid opening for the jam and jelly maker who will come into the NEWS, say, with sufficiently large space to run distribution and sales up considerably beyond the pitiable 38% distribution that now leads the field. Modern preserving and packing methods, also, have so improved the product that there is practically none of the old time prejudice against "store" preserves.

¶ To dominate Baltimore is to dominate Maryland. In 1917 there were 3,500 retail grocers and 73 wholesale grocers in the entire State. There are now, in the City of Baltimore alone, 2,993 retail grocers and 35 wholesale grocers. This latter figure is exclusive of 20 firms listed as chip chandlers and in which there are undoubtedly outlets for groceries of all kinds.

¶ Fifty-one manufacturers and packers have one or more brands of Jams and Jellies in Baltimore. As an aid to dominating the local market, this report will tell them the names of manufacturers represented here, distributors of their products, distribution through chain stores, size of package that sells best, style of package most popular, selling seasons, approximate consumption in pounds or cases and the individual reports of the seven wholesale grocers, three chain store firms, six downtown grocers and 94 neighborhood grocery stores, on which this report is based.

*Manufacturers, Advertising Agents and Distributors can without obligation take advantage of the detailed information contained in this report by addressing*

## THE BALTIMORE NEWS

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*Frank D. Webb*  
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Western Representative  
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## Volume of Past Issues for Reference

A bound volume of past issues of SALES MANAGEMENT should be on the desk of every sales executive for reference purposes. He will find need for referring to the volume many times during the year.

### Bound Volume Contains—

all issues from October, 1918, to September, 1919. It places at your disposal all the data accumulated during the year, in form of magazine articles, on subjects which are of vital interest to sales executives. Men of industrial prominence, such as C. E. Steffey, Sales Manager, National Cash Register Co.; George Ed. Smith, President, Royal Typewriter Co.; R. D. Jackson, General Sales Manager, Safe Cabinet Co.; Walter F. Wyman, Sales and Export Manager, Carter's Ink Co., and many other sales executives, wrote articles in this volume. To refresh your memory, here is a partial list of

#### Subjects Covered in Volume One

A Plan for Increasing a Salesman's Calls.  
"Help the Salesman" Letters That Pulled \$5,307,570.  
Handling the Skidding Salesman.  
A New Year Letter That Made the Salesmen Think.  
Analysis of Reasons Underlying Failure of 207 Salesmen.  
Fourteen Plans That Have Speeded Up Sales.  
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are sorely needed. It is all due to the stampede of American business men to obtain credentials for their mediums of merchandise identification. Since the signing of the armistice, and in anticipation, presumably, of an era of intensified competition, trade-mark applications at the U. S. Patent Office have more than doubled in volume and the increase shows a steadily rising percentage. The consequence is that the trade-mark bureau is several months behind in its work. Some classes—trade-marks are divided into fifty classes according to the character of the merchandise—are in worse shape than others but trade-mark applicants in general will have to exercise patience.

### Patent Names Become Public Property When Patent Expires

St. Louis, Mo.—The patent covering our specialty is about to expire. Does this mean that the name under which the patented article has been sold will pass to the public—that is, will be thrown into the public domain along with the invention?—R. K.

Not unless the name has constituted a generic description. You are referred to the decision in the "President" suspender case and others wherein the principle has been laid down that trade names are not affected by the expiration of a patent. Words such as "linoleum" and "featherbone" became free to the use of the public after the patents lapsed but this was because the original holders allowed the words to serve, during a long interim, as the only means of designating the product.

### The Case of "Never Leak" vs. "Roof Leak"

Spokane, Wash.—Can you give me a reference to any ruling or decision that would indicate whether a concern selling a patented or trademarked novelty under license has any rights after the expiration of the contract in consideration of the selling momentum that has been engendered as a result of his work?—"Curious."

Broadly speaking, a seller does not acquire rights that outlast his contract. In proof, hark back a few years to the controversy between the Elliott Varnish Company and Sears, Roebuck & Co. over paint. Elliott, who had sold paint under the name "Roof Leak," contracted with the mail order house to furnish the same paint under the name "Never Leak." A dispute arose as to the status after the expiration of the contract but the court held that the right of the catalogue house to sell under the name "Never Leak" did not outlast the contract.

### Advertising Trade Name Before Registration

Bridgeport, Conn.—We are planning to place on the market in the spring a novelty for which we have coined what we believe will prove a most effective nickname or byword. We wish to do some direct advertising and send out salesmen before we have secured distribution of the goods. Is there any objection to making preliminary use of our trade-mark in our advance literature and on the cards of our salesmen?—H. V. C.

There is very decided objection to thus advertising a distinctive "commercial autograph" before it has acquired status as a registered trade-mark. It should be borne in mind that trademark rights are acquired by use and "use" means use on goods passing in interstate commerce. Mere imprinting of the trade-mark or trade name on

salesmen's cards, on stationery, etc., confers no rights but only serves to "tip off" competitors before the originator of the mark has really taken title, with the possible result that the originator may be put to some inconvenience to prove that he really adopted the mark in advance of some rival who hurried out a similar mark under spur of the inspiration contained in the advertising. In this connection it should be emphasized, too, that a sales interest does not have to stock the trade in order to establish a trade-mark use. A few consignments of goods passing in interstate commerce will suffice to establish a claim.

### Status of Havana Trade-Mark Bureau

Cleveland, Ohio—I note brief announcement in the newspapers of the opening of the new international trade-mark registration bureau at Habana, Cuba, and wish to inquire whether registrations are as yet being accepted from American trade-mark owners. The impression among members of the Cleveland Chamber of Commerce seems to be that further legislation by the Congress of the U. S. will be necessary before we can enjoy the benefits of this clearing house.—S. B. C.

Applications for the registration of U. S. trade-marks in the new trade-mark league of the American nations are being received daily at the U. S. Patent Office and are being promptly forwarded to Havana. At this writing more than 300 applications have been received and 125 have gone forward to the new bureau. The legislation that is yet pending in the Congress of the United States is designed to accord to the subjects of Latin-American nations reciprocal rights for the trade-mark privileges that they are extending to U. S. citizens. However, the delay in the enactment of this legislation does not affect the ability of residents of the United States to register at Habana. It should, perhaps, be emphasized in this connection, however, that as matters now stand, registration at the new Habana bureau secures blanket protection that is limited to North and Central America and the West Indies. The South American central bureau which will "exchange" registrations with the bureau of the "Northern Group" has not yet been established at Rio de Janeiro because the South American trade mark compact requires the signatures of two additional countries to put it into effect.

### Catching the Trade Mark Pirate

Santa Ana, Cal.—Is it worth while for a business house to engage the services of a special "detective" service or bureau to watch for attempts to register marks that would encroach upon the firm's design?—J. S. M.

The answer to this question must depend upon whether you could spare time to do a little detective work of your own, or have it done in your office. Special facilities may be advantageous in keeping watch for the appearance abroad of infringing marks, but in the United States it is simpler and cheaper to subscribe, at a price of \$5 per annum, for the Official Gazette of the U. S. Patent Office, in which notice is given of all applications for trade-mark registration, and opportunity afforded for protest by any business interests that would consider they were being injured if registration were granted.

# Keep Your Road Men Informed Sales Managers Do It with **Ditto**

Keeping up the morale of "the man on the road" is a matter of keeping him in tune with the home office.

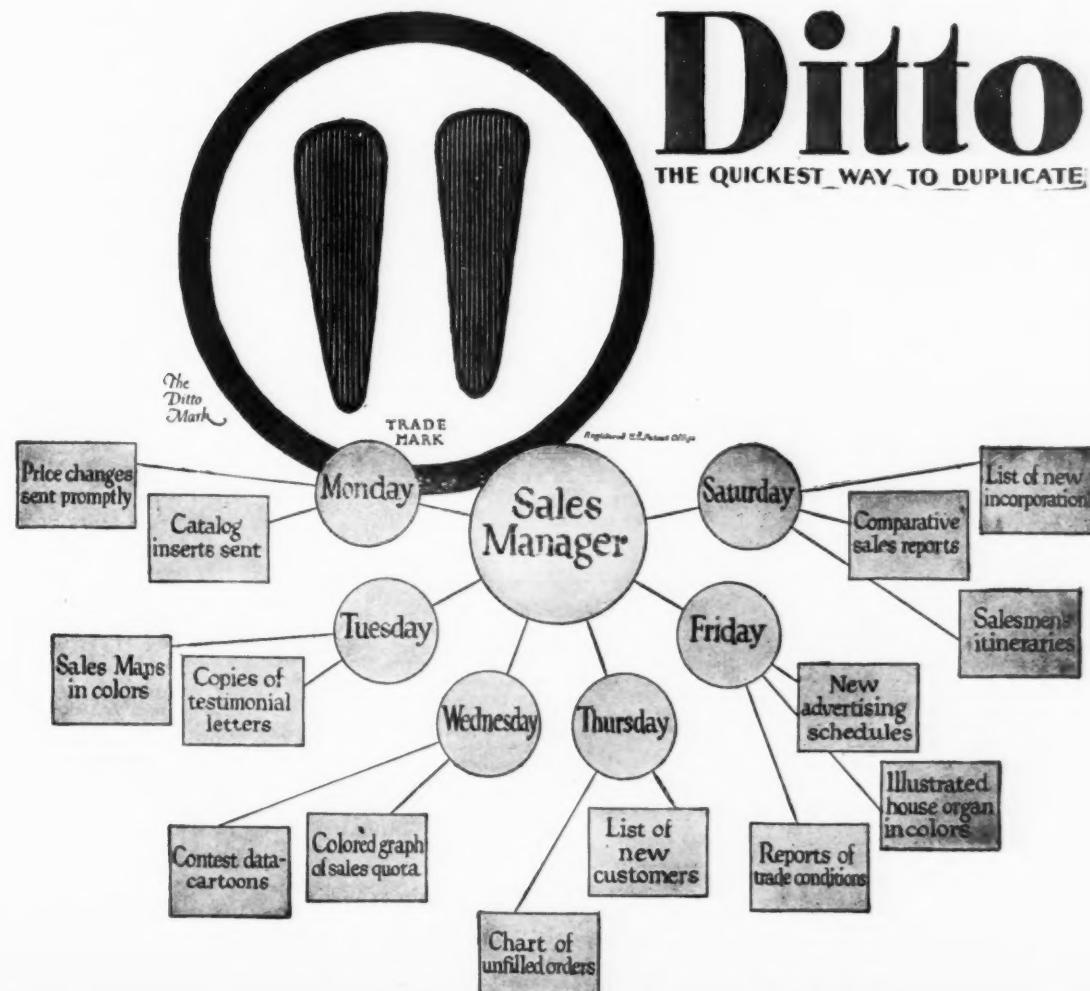
The chart below shows one week's work of **Ditto** for a sales manager. It probably suggests many things that you *want* to do but do *not* do, without **Ditto**.

**Ditto** encourages the reproduction of information of all kinds—even in colors—quickly.

The **Ditto** idea is one of progress. It is a business short cut. It is so easy and versatile you keep it working in countless ways. No type to set, no stencil to cut, no re-writing, no carbon to pack.

The **Ditto** man will tell you if **Ditto** fits into your business. Call him up, or write for the **Ditto Book**.

**Duplicator Manufacturing Company, Chicago**  
Offices in All Principal Cities



# What Congress Has Up Its Sleeve for the Sales Manager

INQUIRY among wheel horses in Congress indicates that sales interests may expect a sharp rise in freight rates in January. With the railroad legislation out of the way some of the "hardy perennials" of former sessions will be threshed out. There are, in the Congressional waiting room for sales legislation, a number of bills that strike at misbranding, and broadly at all forms of misrepresentation in advertising and selling. Disciples of standardized or uniform resale prices, who have stuck doggedly at the task ever since the days when the original "Stephens Bill" made its appearance, will make another effort to persuade Congress to legalize the fixing by the producer of resale prices. From the standpoint of the average

sales manager, however, the most interesting possibility in the Congressional situation at this juncture is found in the threat of the enactment of legislation that would compel the marking or stamping on every article of merchandise sold or offered for sale of the "true actual cost"—not the cost, mind you, at the point of consumption or final distribution, but at the point of production.

The sales manager need not be in haste to dismiss as "old stuff" a warning to be wary of this legislation. It is true that this is the same proposition that came into the spot light when Congressman Isaac Siegel introduced his memorable "price mark" bill last August, but it is to be added that affairs

have taken a new turn quite recently. There were weeks and months in the autumn of 1919 when sales managers were fully justified in supposing that this irritant to selling had been removed. Retail merchants throughout the United States, when they heard of the proposition, raised such an eternal nubbub that no congressman seemed anxious to draw fire as a defender of the bill. Some of the legislators declared that such a measure would be unconstitutional and others answered the deluge of protests from individual retailers and trade associations with the prediction that the Siegel Bill would "never get out of committee."

## Price Cost Mark Agitation

The message that President Wilson sent to the Capitol upon the reconvening of Congress has, however, changed the situation materially. In that schedule of needed legislation the Chief Magistrate incorporated the following: "I would renew my recommendation that all goods destined for interstate commerce should, in every case where their form or package makes it possible, be plainly marked with the price at which they left the hands of the producer." That reiteration of faith in disclosure of cost at the source as a means of checking profiteering has put new life into the movement to make price marking compulsory. Congressman Siegel tells your correspondent that he intends to push his bill and that he will endeavor to persuade the Committee on Interstate and Foreign Commerce to conduct public hearings on the proposal just as soon as the railroad legislation is out of the way.

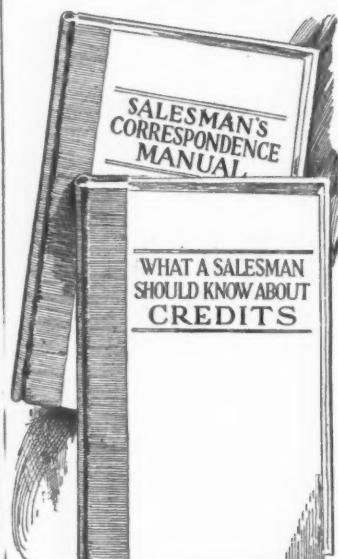
Congressman Siegel tells me, though, that he has experienced a change of heart in one minor particular that may be comforting to sales managers. He is as insistent as ever that distributors must sell the consuming public not only upon the quality of goods but likewise upon their own overhead and profit, but he has come to the conclusion that it is straining a point to have the marked price appraise the goods at the factory door instead of at a point where they are brought within reach of the merchant or agent. Accordingly, he is minded to strike out Section 7 of the bill which, as it now stands, stipulates that the true actual cost price "shall not be construed to include any drayage, freight or carriage charges paid by the purchaser, or any discount allowed on bills paid before maturity."

## On the Trail of Hi Salescost

Mr. Siegel made it clear that he thinks that the present cost of selling and of distribution should be placed "on trial." For example, he has on his desk a mass of statistics from the Harvard bureau and other sources that purport to analyze cost of distribution and he indicates that he looked with misgivings upon the percentage of cost attributed to advertising.

Endorsement by the Postmaster General of the proposal (now pending in both houses of Congress) for one-cent postage on local or drop letters increases the chances of enactment. There is no likelihood, however, of general

## Let Us Send You These Two Manuals on Approval



We have received hundreds of letters from sales managers and salesmen in all lines of business assuring us that these standard manuals fill a long-felt want. One sales manager said that he had been intending to write a manual on correspondence for his salesmen for the past seven years, but never had time. Our manual saved him the trouble, and he bought a supply at a fraction of what it would cost him to have a special manual of his own printed.

The outstanding feature about the manuals is that they are down-to-earth. The points are put over, not by generalizing, but by quoting actual experience of some salesmen. The manuals are really interesting. They are appreciated and read by salesmen. They will do more to develop salesmen, at less outlay of time or money, than anything we know of.

### Credit Manual

Opens salesman's eyes to importance of credits as a factor in sales. How to size up a credit risk; getting the right references; how to analyze financial statement; keeping tab on customers; legal phases of credit; something about trade acceptances; credit suggestions to pass on to customers and other equally concrete data. Will help any salesman increase his net profit showing. 100 pages.

Price \$1.00 each on approval  
\$7.50 a dozen

### Correspondence Manual

Promotes closer co-operation between salesmen and office. Tells how to write concise informative reports to the office; how to write a business getting letter to a customer; suggestions for advance letters; how to turn letters of complaint to advantage; with a chapter on general sales letters. Valuable list of words abused in salesmen's letters to office. A book that will solve the report problem for you.

\$50.00 a hundred

**The Dartnell Corporation**  
223 West Jackson Blvd., CHICAGO

# Advertised Goods Sold Here

Especially goods advertised in  
The Farm Journal

## How Farm'Journal Helps Dealers Sell Your Product

TRUE, The Farm Journal *will* introduce your products and gain for them the good will of over 1,050,000 from families each month. But it will do *more*.

## The Farm Journal

Over 1,050,000 Circulation Every Month

The sign shown above is being used in windows, on shelves and counters by hundreds of dealers who sell your goods.

It is a direct link between your advertising in The Farm Journal and the store which sells your products.

It is such far-sighted co-operation with its advertisers that makes The Farm Journal the dominant force in the National Farm Market today.

## The Farm Journal

CHICAGO Peoples Gas Bldg.

PHILADELPHIA Washington Square

NEW YORK  
18 East 40th Street

### Dealers Feel Friendly To The Farm Journal

Thousands of dealers know and respect The Farm Journal's influence among real farmers. This month a page is used by The Farm Journal to talk to dealers readers of these publications:

Dry Goods Reporter.  
Hardware Age.  
Furniture Merchants Trade Journal.  
Dry Goods Merchants Trade Journal.  
Implement & Tractor Trade Journal.  
Eastern Dealer.  
Farm Machinery and Farm Power.  
National Grocer.  
Farm Implement News.  
National Clothier.  
American Garage and Auto  
Dealer.  
Chilton Tractor Journal.  
Clothier and Furnisher.

## A Few January, Farm Journal Advertisers



## "BALL BAND

Look for the  
RED BALL.  
Upon the highways of the world, so  
written that he who  
rides may read, the  
other day, charac-  
ters of the Good-  
year All Weather  
Tread have written  
the word "Safety".  
More people ride on  
Good Year Tires than  
on any other kind.



one-cent letter postage. Congress has before it a measure to restrict the use of the mails for the advertising of certain "cures" that is of limited interest in so far as its immediate application is concerned but that, if approved, will be worthy of close attention as establishing the principle that the mails may be closed to a whole class of sales literature even though its fraudulent intent be not established.

#### Extending Foreign Credits

The new session of Congress has already yielded one important result in the passage of legislation granting federal incorporation of institutions devoted to foreign or international banking inasmuch as the whole purpose of this new legislation is to encourage the sale of American commodities abroad by providing means whereby American sellers can extend longer credits to their customers overseas, it goes without saying that the new facilities are of the utmost significance to sales managers who have contact directly or indirectly with any branch of export trade. As is well known, the desire of Yankee sellers for prompt settlement of accounts has been a formidable stumbling block to trade extension in the past and with a network of American banks in foreign lands ready to settle transactions by selling foreign securities to the American public by way of providing payment for foreign purchases of American goods, the flow of trade should be materially quickened.

## Are You in Need of a Salesman ?

¶ I have sold life insurance successfully—

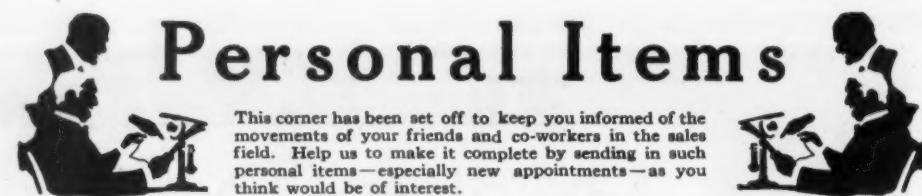
¶ I have sold a well-known line of clocks on the road —

¶ I have won several records selling Dalton adding machines—and for the past year have been district sales manager for a well-known publishing concern selling a business service.

¶ A change in sales policy necessitates my making a new connection on January 1st.

¶ I am 26 years of age, married, and willing to start in on a "show you" basis.

**Box 101,  
Sales Management.**



## Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

E. CANTELO WHITE has been selected to head the sales department of the new lighting equipment division of the Western Electric Company of New York. Mr. White was formerly with the Duplex Lighting Works of the General Electric Company, manufacturers of "Duplexalite" fixtures.



Frederick J. Seldon, Western Sales Manager for the Rumford people, looks for a bigger crop than ever next year.

HERBERT TOBIAS, sales manager of the J. J. Pries & Company of New York, manufacturers of "Jack O'Leather" boys' clothing, recently concluded a four-day convention of the company's salesmen.

HAYNES L. EVEREST has been made general sales manager of the Hart & Hegeman Manufacturing Company of Hartford, Conn., makers of "H & H" electrical specialties. Mr. Everest started as a salesman traveling out of the Chicago office in 1907 and was made western sales manager in 1914. He is succeeded in the Chicago office by ARTHUR J. LUBECK, formerly assistant western manager.

R. A. LOUGHNEY, sales manager of the Southern Macaroni Company of New Orleans, has resigned to become associated with Motion Picture Advertising, Inc., of New York. Mr. Laughney is a specialist in sales promotion by mail and will teach a class at Columbia University.

At a recent meeting of the National Association of Sales Managers of the National Implement & Vehicle Manufacturers Association, the following officers were elected: Chairman: E. W. Meese, Rodriguez Lean Company; Vice-chairman, J. D. Hollowell, De Laval Separator Company; Secretary, D. B. Mortley, Ohio Cultivator Company. Executive board: A. L. Merriam, Gehl Bros. Mfg. Co.; John W. Day, Hayes Pump and Planter Company, E. D.

West, Fairbanks Morse & Co., and D. A. Himes, Oliver Chilled Plow Company.

GEORGE W. HOPKINS, general sales manager of the Columbia Phonograph Company of New York, has been elected president of the New York Advertising Club. He succeeds F. A. WILSON-LAWRENSEN, vice-president and general sales director of the Prest-O-Lite Company, who has resigned the office before the expiration of his term.

J. P. BARTHOLOMEW, president of the Avery Company of Peoria, manufacturers of tractors and agricultural machinery, was recently entertained by the directors and officers in celebration of the fortieth anniversary of his connection with the company. His ability as a salesman led to his appointment as sales manager and he became head of the company about twelve years ago.

R. C. MERCHANT of the sales and engineering department of the Covert Gear Company of Lockport, N. Y., has been made sales manager. He will have his headquarters at Detroit.

HERMAN P. SCHAFER has been appointed sales manager of Jacob Cohen Sons & Company of New York, manufacturers of men's clothing. Before joining the clothing company Mr. Schafar was in the publishing field.



A. E. Cull, District Sales Manager for Corn Products, advocates a glass of Mazola at every meal. That is how he puts pep into his drive.

GROVER C. WEYLAND, for the past six years manager of the Kansas City branch of the J. I. Case Plow Works, of Racine, has been appointed general sales manager of that company. In this position, he succeeds L. N. Burns, whose promotion to vice-president was recently announced.

(Continued on Page 150)



## 2,000 New Accounts For NECCO Wafers

The New England Confectionery Company, of Boston, put a sales crew to work with the New York World's Introduction to the Dealer, on June 23rd.

A dozen men made 8,785 retail calls in eight weeks' time. The cost, in salaries, bonuses and car-fares, was about \$3,500.

Sales to customers of long standing were very large, every desirable jobber included. And 2,000 new accounts were opened. The average retail sale—two boxes—\$2.00.

### Other Adequate Merchandisers

The oldest and strongest specialty manufacturer in New York Territory is using The World's Introduction.

One of Chicago's greatest, with 19 branches in New York, is routing its local sales force according to The World plan.

The World Plan is for old friends as well as for new. If you want to sell more New York dealers, ask us to show you how we can help you do it.

*Try advertising in newspapers by the year*

THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT  
Mallers Bldg., Chicago      Pulitzer Bldg., New York      Ford Bldg., Detroit

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# EDEXCO

## for Graphic

ORDERS  
IN  
WORK

MAP  
PINS

### EDEXCO Devices for Graphic Records

Glass Head Map Pins  
Numbered Colored Map  
Pins  
Celluloid Flags  
Colored Pins to Write On  
Beads to Use with Pins  
Books on Graphics  
Map Cord  
Map Rings  
Waterproof Ink  
Crayons  
Gummed Paper Symbols  
Map and Pin Cabinets  
Swinging Leaf Display  
Fixtures for Maps, etc.  
Coordinate Paper in  
Large Sheets  
Curve Cards  
Chart Outfits  
Millimeter Paper  
Year-by-Days Paper  
Bargraph Paper  
Logarithmic Paper  
Semi-Logarithmic Paper  
Sales Maps  
U. S. Maps  
County Maps  
Export Maps  
Edexco Special Map  
Mount

### EDEXCO Mechanical Graphs

Remindograph  
Mechanical Bar-chart  
Composite Bar-chart  
Special Control Boards  
Salesmen's Charts  
Stock Keeping Charts  
Production or Sales  
Charts  
Rivalry Charts

## Vital Facts

that would require hours of "digging" to discover from  
the sheets of a typewritten statement can be grasped

## At a Glance

when submitted in the graphic form of charts, curves  
or maps.

Besides, when facts are shown in graphic form, there is not only  
a great saving in the reader's time, but an infinite advantage in the  
lessened danger of misinterpretation.

### EDEXCO Devices for Graphic Records

include all the materials necessary for the proper presentation of sales or  
production data in clear, accurate, easily-read pictures of your business.

Read the list in the box at the left. Write  
us about any items in which you are interested.

### EDEXCO GLASS HEAD MAP PINS WILL NOT PEEL OR CHIP

Solid glass heads. Steel points. Stay where you put  
them. 2 sizes—16 colors. Color runs all the way through.

**Sales Maps**      **Plotting Papers**      **Map Mount**  
Entire U. S. or separate states or by counties. for charts to show sales, costs, profits, production and other vital statistics. EDEXCO special corkboard for wall maps. Any size—any width. State size and ask price.

### Send \$1.00 Today for Our Big Trial Outfit

containing 100 map pins and other map marking devices, sales map, charting papers, curve cards, EDEXCO map mount, 2 catalogs—Graphic Supplies and Mechanical Graphs—Service Sheet No. 4—and special Instruction Sheet on Starting and Keeping Graphic Records.

Catalog alone sent free. Please say which one.

## Educational Exhibition Company

134 Custom House Street

Providence, R. I.

STOCK &  
INVENTORY  
RECORDS

COMPARING  
DEPT.  
RECORDS



COMPARING  
OUTPUT &  
CAPACITY



DISCOUNT &  
CLOSING  
DATES

# Devices Business Records

KEEPING  
DELIVERY  
PROMISES



#### EDEXCO Mechanical Graphs

are new and simple types of control boards that make it easy for the executive to picture quotas and results in large or small businesses. A few minutes a day make all necessary changes.

#### The Remindograph

will chart any business problem—Selling, Manufacturing, Administrative—yet it is so simple that any clerk can run it.

#### Mechanical Bar Chart

Bars are movable ribbons, regulated day-by-day to show sales as compared to quota, relative standing of men or other comparisons.

#### Composite Bar Chart

has movable, overlapping ribbons of three or more colors for showing several related items for quick comparison.

*Mechanical Graphs catalog printed  
in 4 colors sent Free on request*

**Educational Exhibition Company**  
134 Custom House Street PROVIDENCE, R. I.

PRODUCTION  
CONTROL  
BOARD



CHECKING  
SALES &  
QUOTAS

KEEPING  
RIVALRY  
KEEN

19  
NUMBERED  
PINS



ROUTING  
WORK in SHOP

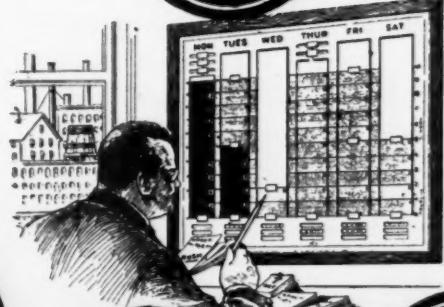
INSURING  
SUPPLIES  
DELIVERY

SALES  
MANAGER



ROUTING  
& DATING  
MEN

SIGNAL  
FLAGS



PRODUCTION  
MANAGER

CREDITS  
COLLECTIONS

ADVERTISING  
MANAGER

BANKERS  
BROKERS

**"Getting Ready to Sell."**  
**"WANTED—Teamwork."**  
**"Demonstrate!"**  
**"Legal Pitfalls in Letter-Writing."**  
**"Letters to Salesmen."**  
**"Specific Statement vs. Glittering Generality."**

These are just six of the seventy titles on which I have published BETTER SELLING and BETTER LETTERS BULLETINS.

Several hundred of the most aggressive American manufacturers, wholesalers, retailers and business schools are using these concise one-point-at-a-time treatments of improved letter-writing and retail selling practice.

You probably have a good organization but no better than the National City Company, Eastman Kodak, Westinghouse Electric, Burroughs Adding Machine, Butler Brothers and several score other high-class organizations that have subscribed for my BULLETINS on merely seeing specimens—no personal salesmanship.

If you belong to that large group of men who complacently believe that the letter-writing and retail selling that represent their product is "good enough," I have nothing that will interest you. If you are in that smaller group who recognize the letter as the greatest of good-will-gaining mediums and who believe there is a good opportunity for improving retail merchandising, it will be a pleasure to explain a system that is the result of twenty years in advertising, selling and teaching.

*S. Roland Hall*

First National Bank Bldg.,  
Easton, Pa.

EVAN F. JONES, president and general manager of the Clinton-Wright Wire Company, has resigned to become general manager of the Elyria Iron & Steel Company of Cleveland, makers of automobile parts.

H. N. McCANN has been appointed sales manager of the Miles Medical Company of Elkhart, Indiana. He was for a number of years on the sales force and succeeds C. S. Burhans, deceased.

S. H. GOLDSMITH, sales manager of the Cravenette Company of New York for the past three and one-half years, has resigned to become sales and advertising manager of the Sanitary Method Company.



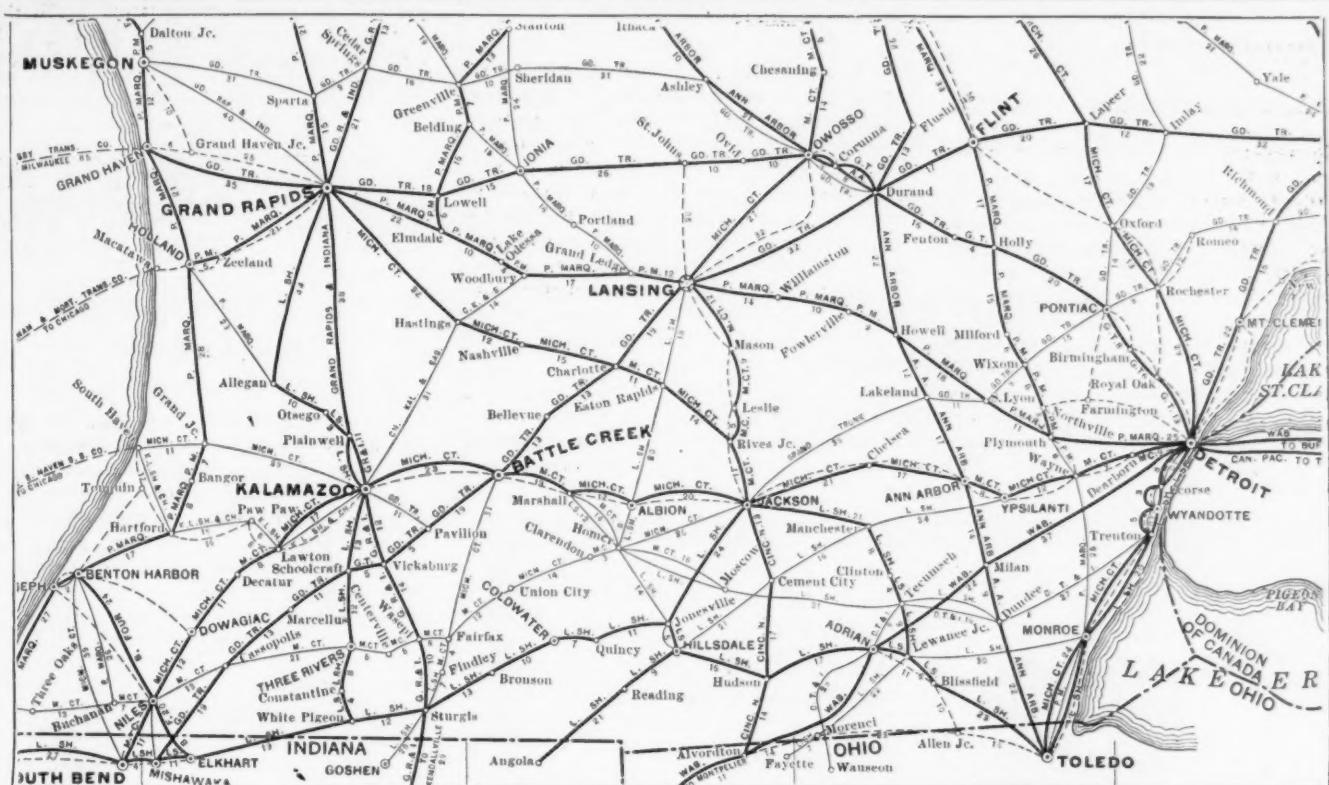
J. H. STEVENSON, District Sales Manager for Fels & Company, caught in the act of discharging a salesman.

E. V. SWANSTROM, of the Moto Meter Company of Long Island City, has resigned to become a sales executive with the recently organized Boyce-Veeder Corporation of that city. Before joining the Moto Meter Company he was connected with the sales department of the Findeisen & Kropf Mfg. Co., of Chicago.

Announcement is made of the appointment of W. H. NASH as sales manager of the Beaver Manufacturing Company of Milwaukee, makers of internal combustion motors. Mr. Nash was formerly connected with the Timken Detroit Axle Company of Detroit.

JAMES B. OLSON, formerly general sales manager of the Harishaw Electric Cable Company of Yonkers and more recently associated with the Okonite Company of Chicago, has become associated with H. R. Sharkey and H. R. Stivers in the organization of the S. O. S. Electrical Sales Company of New York. Messrs. Sharkey and Stivers were for a number of years eastern selling agents for the Crescent Insulated Wire and Cable Company of Trenton.

C. J. DOCKARTY has been appointed sales manager of the Sawyer Biscuit Company of Chicago. He was formerly in charge of sales of the Chicago Elevated Advertising Company.



**Showing Partial Reduced Section  
of Michigan Map**

Note:—DISTANCES between towns are indicated by figures.  
Towns having population of 25,000 or over are indicated by heavy caps I. e.  
**BATTLE CREEK.**  
Towns having population of 5,000 or over are indicated by caps I. e.  
**DOWAGIAC.**  
Towns having population of less than 5,000 are indicated by small letters  
I. e. Paw Paw.  
Main lines of railroads are shown heavy, thus—  
Interurban trolleys are shown by broken lines, thus—  
Suggestion to Travelers: Enlarge by ink the circles showing the location of towns  
to be covered; the most available route will immediately be seen.

# "The Atlas That Talks"

"Designed exclusively for the use of Salesmanagers."

The maps are in **black and white** only—no eye-confusing colors.

It eliminates immaterial details, such as creeks, rivers and mountains.

The maps show steam railroads and inter-

urban trolleys, all junction points, also **distances** between all worth-while towns.

The towns are classified from the standpoint of the Salesmanager, whether industrial, agricultural, suburban, university, or mining.

The leading industries, also best commercial hotels and rates, are given for each city.

The Blum Atlas is indispensable for routing salesmen, subdividing territory, checking expenses, or getting a birds-eye view of sales results.

**Price Complete \$20.00  
Further Particulars on Request**

**BLUM MAP COMPANY**  
7 West 29th Street      New York City

**Purchase a pocket edition of our individual State Maps from your local stationer.  
Price 25c each.**

## News of the Road

Sales managers who have watched rising costs of hotel accommodations with concern will be interested in the action of the Hotel La Salle, one of Chicago's leading stopping places, in making a substantial cut in rates. Reductions range from three dollars to fifty cents in room rates and from ten to fifty cent cuts are noted on the menu cards. Interest is added by the fact that the La Salle has had an over sold condition for several years. At the time of the cut in rates, the hotel's register showed 1,800 guests as compared with a normal capacity for 1,000. While no general cut has

been observed, it is expected that rival hotels will follow suit shortly.

The race among metropolitan hotel operators for increased capacity, a condition much desired by those who have recently had occasion to cover certain cities is quickened somewhat by the announcement that the Sherman Hotel of Chicago plans to have the third largest hotel in the United States. Present plans, involving an investment of \$5,000,000, are to add three additional stories to the present structure and to erect a seventeen story annex of 600 rooms which will give the Sherman a 1,600 room capacity.

It is reported that E. M. Statler is contemplating the building of another hotel at Buffalo, N. Y. A great many sales execu-

tives will recall that it was here that the first of the now famous string of Statler hotels was built. Niagara Square, it is understood, has been selected as the site for the new hotel.

A new Detroit hotel, on which construction has just been started, is the Hotel Wolverine being built by the Freud Hotel Company.

## Buying Habits South of the Rio Grande

(Continued from Page 128)

are always courteous and patient, and are usually willing to give a salesman plenty of time, if rightly approached. They will also accord good attention to the right kind of printed matter, and in this connection it is well to make all literature complete and fully explanatory. Mail-order copy with its minuteness of detail comes closer to the best style of copy for Mexico than anything else.

But with all this, there is no use offering them something that they cannot use, and it will not be out of place to reiterate the imperative necessity of getting some kind of a line on the market. As an example, in the furniture line, there are but a very few substantial furniture factories. There are a large number of small shops, but most of their work is in the nature of repair and hand-made furniture. Consequently, a manufacturer making any article going into furniture such as hardware, would find no market of any consequence there, but on the contrary, a manufacturer making the completed piece of furniture will find a very fine market.

There is another custom in connection with the use of kitchen utensils, which is usually unknown here or not taken into account, and which might affect the volume of sales a manufacturer of articles of this kind could develop in Mexico. The woman of the house does not do her own cooking or housework. All of them have servants. Servants are cheap and numerous, and these servants usually prefer to do the cooking in their own age-old manner in hand-made native crockery. A second thing that would affect the sales of up-to-date kitchen utensils would be the reluctance, or rather the indifference, of the woman of the house toward an expense of this kind, when she herself does not do the work and conditions are satisfactory to her.

To summarize in closing, in my opinion, the way to get this export business is to get it. "The way to resume specie payments is to resume." Many a manufacturer who would like to make sales there hesitates, and thinks, and studies, and plans, until he is tired. This places him somewhat in the position of the man who wanted to leap a wide ditch and started back so far on his run that he was out of breath when he reached the edge. Start it on a small scale. You will not find it an occult art and each unusual difficulty will be easily solved as it arises.



## Get All the Juice!

MR. PRESIDENT or Sales Manager—are your industrial motion picture films on your shelf? Do you think you have got out of them all there is in them?

Do you realize that you can take these good films, and, with the use of the De Vry Portable Cinema Projector, sell your Branches and Dealers and Jobbers—in groups from 3 up to 3000? And it's a wonder for salesmen to use on Customers and Prospects! It lands business in a fraction of the time that words do!

Let us tell you about it—what a good film, plus the wonderful De Vry, will do for your business!

The De Vry is housed in a handsome, leather-covered box. The box looks like a suitcase. Weighs 20 pounds. You carry it anywhere. It has its own motor. An amateur can run it at once—it's so simple! Attach the plug to any lamp socket, press the button, and a picture up to 12 feet square is projected and up to 80 feet distant.

You will like the De Vry! It is a real wonder. It does what we say. All we are asking is—the opportunity to show you! We are represented in 60 cities. Let us give you a free demonstration—in your own office, or home. It's no trouble at all! It's our business. There will be no obligation. (Descriptive Booklet is on the press). So—wherever you live—we hope you will fill out and at once mail the coupon below. Do it—before you turn over this page!



### The De Vry Corporation

1248 Marianna Street, Chicago

New York Office

141 West 42nd Street

The De Vry Corporation, 1248 Marianna St., Chicago. Dept. — MS-1

Yes, You may give demonstrations of the De Vry, without obligation, at the following address.

Name \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Yes. Please send free booklet as soon as it is off the press.

# Here's a booklet no Sales Executive should be without *—and it's FREE*



OUR new booklet "Visible Sales Control" is just off the press. Here is a booklet which sums up the sales experience of the sales manager of a firm doing many million dollars business yearly. It will tell you how to increase the effectiveness of your present sales force — and sales promotion work — with the same or less overhead, as the natural result of effective sales control thru Visible Records.

*Write in on your letterhead, addressing your request to The Rand Company, Dept. S-12, North Tonawanda, N. Y., and we will be glad to send this interesting and helpful booklet without obligation.*

Among the users of RAND Visible Business-Control in their sales department are:

Jacob Dold Packing Co.  
Chicago Pneumatic Tool Co.  
The Air Reduction Co.  
Bush Terminal Co.  
Aluminum Co. of America  
The Fairbanks Co.  
Automatic Transportation Co.  
Standard Oil Co. of N. J.  
Maxwell Motor Sales Co.  
National Carbon Co.  
American Piano Co.  
Norton Grinding Co.

Most of these concerns started using RAND Equipment in a small way and added to the equipment as it proved itself.

*you can visualize your present card records on the Rand*

**RAND**

VISIBLE BUSINESS-CONTROL

**Your Card - Please-**

Do you feel proud of the cards you use? First impression is highly important.

**Wiggins Peerless Book Form Cards**

have Style and Distinction that give you the kind of introduction you desire. Many of America's biggest concerns supply their men only with Wiggins' cards.

Send for a tab of specimens today; detach them one by one and note the individuality of a Wiggins card.

**John B. Wiggins Company**

Established 1857  
1100 S. Wabash Ave.  
122 S. Michigan Ave., Chicago  
Engravers, Plate Makers, Die Embossers

### A Complete Card Indexed Business Library of 100 Books

Books alone do not make a practical library. You and your employees must be able to find what-you-want-when-you-want-it.

We have developed a carefully selected Hundred Best Business Books Library for general use, properly numbered and classified, with alphabetical card index list of subjects treated.

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**E. M. DUNBAR, 1913 Rowena St., Boston, Mass.**

## How We Took Four Times the Business From the Same Territory

**By E. C. Brock**

Division Sales Manager, George P. Ide & Co., Seattle, Wash.

Have you ever noticed that salesmen are strongly opposed to dividing up their territories while they are salesmen, but one of the first things they do when they are promoted to sales managers is to get busy and split them up? Here is the testimony of one former salesman that is both suggestive and interesting.

FOR two years prior to being appointed sales manager of the Northwestern branch of Geo. P. Ide & Co., I was a salesman in their employ. I traveled Western Washington and a small part of the Eastern portion of that state. It was not a very large territory; nevertheless, I soon realized it was so large that I was unable to cover it often enough to take care of the needs of my customers and also solicit new accounts.

Of course we must all realize that our success in the way of expansion and additional business depends entirely on the opening of new accounts and the creating of new and additional business. So when, last March, I became a sales manager, one of the first things that attracted my attention was the manner in which our territory was divided. Knowing, as I did, the entire territory which this branch covered, I could readily see that changes in the boundary lines of the salesmen's territories could be made to an advantage from many viewpoints.

### The Case of Mr. "A"

Our Fall season was just opening and I did not have an opportunity to make these changes right away; this in a way was a good thing, as it gave me a better opportunity to closely observe just what changes could be made so as to increase the efficiency of each and every one of my salesmen.

It was decided to make an experiment on Mr. A.'s territory, which was an extra large one. Among other things which I took into consideration was population and transportation facilities from two cities similarly located in different parts of Mr. A.'s territory; the division left a little more than one-half of the original territory which we will later term as territory "X" to be covered by salesman A, the remaining portion of territory "X" was to be covered by a new salesman, Mr. B.

When Mr. A. was called into conference regarding the division he did not take to same any better than the average salesman would be expected to. Mr. A. had covered this territory for many years and had opened most of the good accounts that we now have throughout this territory. He had a nice business in this town, and in that city which he did not feel he should give up, and in fact made all the objections that one would expect. Salesman A. was then told of a clause which would be in his new contract, which would guarantee to him as much money from his portion of territory "X" as his previous year's business brought him from the entire

territory, and the division was then made without further difficulty.

In making the following statement of the results attained by this division I shall call the entire original territory before dividing territory "X," after making the division I shall call salesman A.'s portion of this territory "Y," and the new salesman, Mr. B.'s portion, "Z."

For Spring, 1919, A.'s sales on territory "X" were 100%.

For Spring, 1920, A.'s sales on territory "Y" were 300%.

For Spring, 1920, B.'s sales on territory "Z" were 155%.

Salesman A.'s territory for 1920 was a little over one-half of his territory for 1919. Salesman B.'s territory for 1920 was the remaining portion, or a little less than one-half of A.'s 1919 territory, so you will see that their combined sales for Spring, 1920, for territory "X" was 455%, or 4½ times the amount of business produced from this same territory during the same period the previous year.

### A Sure Way to Greater Volume

Another point: Our line was sold up in so short a time for Spring, 1920, that neither Salesman A. nor Salesman B. were able to entirely cover their territories even after the division. What could we have expected from territory "X" for Spring, 1920, had Salesman A. worked this territory alone?

My mind is entirely made up as to the advisability of divided territories as one of the most efficient ways of increasing sales.

## Trade Conference Called to Meet at Mexico City

The American Chamber of Commerce of Mexico has just called a conference of exporters and importers of the United States and Mexico, who are concerned with the development of trade between these two countries. The conference will be held in the rooms of the American Chamber of Commerce in Mexico City on the 11th, 12th, and 13th of February next.

It is planned to hold two sessions daily throughout the conference and the objects to be discussed will be Mexican sales methods and distribution. Mexican agencies and representations. Mexican credits, Mexican banking facilities, financing the customers in Mexico, shipping and packing merchandise for Mexico and trade markets in Mexico.

# N. S. T. A. Men Who Have Made Good

One of a series of advertisements

## A Self-Starting Salesman

How preliminary "training" enabled Balsbaugh to lead in sales after four weeks "experience"

FROM the day that Mr. P. T. Balsbaugh first started out as a salesman, things began to happen. It came about when the Moorhead Knitting Company of Harrisburg decided to give him a "try-out" in selling "Monito" brand hosiery. Some doubts were expressed about sending out a beginner. Home office speculation, however, was quickly set at rest. Reports from Balsbaugh's territory were a pleasure to read. And for a "beginner" he sent in a surprising volume of business. Indeed, in a very short time, he was booking more orders than many of the "experienced" men.

### The Story of the Quota Sheets

THEN in the fourth week out—he sprang the surprise of the season. The weekly quota sheets registered a new "producer." Instead of one of the old familiar leaders—Balsbaugh headed the list.

In striking this pace, Balsbaugh was not aided by freak luck. Getting to the top of the list meant harder work to stay there. Rival salesmen crowded him but he seemed able to "hold his own." And at the end of the year records of 30 hard-fighting "Monito" salesmen showed Balsbaugh in the lead.

The natural question that comes to mind is "how does he do it?" Did he pick a soft territory? Has he wires to pull in getting business? Let us stop and consider what did Balsbaugh do to "make good" in the way he did. If you will go into the facts of the matter this is what you will find.

### Ambition—Plus "Training"

SEVERAL years ago, Balsbaugh was heaving coal into the firebox of a "Pennsylvania" locomotive. He saw bigger possibilities, however, in brain power than in brawn. His ambition was to become a salesman. So between "runs" he kept in touch with the National Salesmen's Training Association. Here he was coached by a staff of experienced salesmen. He was given the benefit of the sales experiences of some of the best known salesmen in the country. In a few months' time he knew things about practical salesmanship that some "experienced" salesmen do not learn in years.

Consequently when Balsbaugh started out to sell, he didn't waste any time in "wool gathering." Where the average new salesman was asking time to get "acquainted" Balsbaugh was arguing the advantages of "Monito" hosiery. As a result, Balsbaugh has placed himself in "the \$10,000 a year class." Stimulated by his example, over 50% of the "Monito" sales force have taken up N. S. T. A. "training."

### What This Salesman's Success Means to You

HAVE you a place in your organization for a "Balsbaugh?" There are more men of his type in our Association for whom we are seeking connections. They are all out of the same mould. Their ambition, initiative and training is in your favor. The sales manager who employs N. S. T. A. men finds that less supervision is necessary, that they are receptive to instructions and have on "habits" to break. Hundreds of the best known concerns in the United States, including such firms as the Beech Nut Packing Company, Lever Brothers, Burroughs Adding Machine Company and others have N. S. T. A. salesmen in their organizations.

Some of the men whom we wish to place are like Balsbaugh—just starting out. Others are seasoned salesmen who have had experience in selling and may know considerable about your line. You will find all of them willing and anxious to learn.

### Write Employers' Service Department

WE invite correspondence from reliable concerns. Our Employers Service Department may be addressed in strict confidence. If possible tell us the number of salesmen needed and the territories to be covered. We will then submit the names of capable men for your consideration. Some of them may be located near your home office. Your judgment prevails in selecting the men. There is no obligation. There is no charge to the salesmen. Write today. Use the coupon.

**National Salesmen's Training Association**  
Suite 515-21 Monadnock Bldg. CHICAGO, ILLINOIS

National Salesmen's Training Association, Employer's Service Dept.,  
Suite 515-21 Monadnock Bldg., Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory .....

Firm .....

Street ..... City.....

Line..... Manufacturer..... Wholesale House.....



P. T. Balsbaugh, salesman for the Moorhead Knitting Company, whose preliminary "training" enabled him to set a sales record. He asserts that his success can only be "credited to instructive work of the National Salesmen's Training Association."

## Making Yourself Like the Work You Have to Do

By George H. Eberhard

Of Geo. F. Eberhard Co., San Francisco, Cal.

*NOTE: At various times we have quoted from Mr. Eberhard's letters to his salesmen excerpts and letters which we felt were of general interest. It is our thought that by so doing we might be of help to readers in writing man-building letters to their own salesmen.*

Recent developments in business have emphasized the distinction and the result expressed in individual effort and enthusiasm of doing the work you like and liking the work you must do.

I am susceptible to the above conflict of desire and intention and have to force my mind back in line.

Doing the work you like versus liking the work you do is psychological—it's an attitude of mind.

It's a serious problem with the executive, for he soon learns in business that he can't force anyone to do anything worth while.

The executive finds it a serious problem, for he soon learns to eliminate the drinker, the loafer, the bluffer, the shirker, the pessimist, the crank.

It is comparatively easy to change the plan or system, adopt new methods or ideas.

But it's some problem worthy of a master mind to make the chap go somewhere or do something and do it with the force and enthusiasm necessary to efficiency, when he wants to do the work he likes—or something else.

Pessimism grows, courage diminishes, sorrow enters and humor dies—developed acute self pity is the usual result of the false conception matured by most men, that it's easier to do the work you like, than like the necessary work you do.

In the end, the measure of a man's success is the degree of his earnestness. If he will do his best in all undertakings—for to be earnest is to be devoted to the work in hand—he will obtain from it pleasure and profit.

In strenuous times we must all give and take. Someone must lead—others support him. We can't be right all of the time and no one but yourself can make you dislike what you are doing. The satisfaction in victory is the fight to win it, and remember no work is so bad or disagreeable as you think it is.

Watch yourself—smile—do the work before you to the best of your ability and we will all win. Every one who hesitates must be carried forward by a doer and there is no gain—one hold-back offsets the advance of the other, and as a result two units are counted out of productive work.

And don't criticize—help—I'm human; so are you, and with enthusiastic support, I'll do better planning.

**POSTAGE**  
The monthly magazine that tells how to transact business by mail—Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00.  
POSTAGE, Room 297, Metropolitan Building, New York

## Personal Services and Supplies

Rates: 20c a line of seven words; minimum \$1.00.

### EXECUTIVES WANTED

Manufacturer of several nationally advertised lines looking for Sales Executive with both inside and outside experience. Must be capable of handling big business and organizing and directing a sales organization. Mail photograph, giving name and address, age, education, full business experience and salary expected. All correspondence confidential. SALES MANAGEMENT, Box 106.

Salesmanager—To take entire charge of sales of concern manufacturing staple line. Only those of wide experience need apply. CHIPPEWA FOUNDRY & MACHINE COMPANY, Chippewa Falls, Wis.

Salesman executive, familiar with machinery required for Canadian branch by well-known American concern—leaders in its line. He should be a Canadian or an American who has had some years' Canadian traveling experience. He should be well connected in Canada and be able to call on the smallest and largest concerns in the country. His work will principally take him into flour mills, cereal mills, power plants and manufacturing plants. The right man able to sense opportunities will be able to build up a considerable organization and retain charge of same. Address Box 121, SALES MANAGEMENT.

### POSITIONS WANTED

A successful salesman, 37, now sales manager for a prominent hardware specialty manufacturer, seeks a wide range for his fifteen years' experience. Has sold successfully in New York, Philadelphia and New England, though a native New Yorker. Would consider representing an established house in New York City. Salary, \$4,000 and commissions. Address Box 120, SALES MANAGEMENT.

### CARTOONS FOR SALESMEN'S HOUSE ORGANS, ETC.

Send for new proof sheet showing new sales cartoons by Lew Merrell. All sizes. Suited for use in house organs for salesmen, salesmen's bulletins, post card enclosures, etc. Cost less than zinc etchings alone. The Dartnell Corporation, 223 West Jackson Blvd., Chicago.

### PART TIME REPRESENTATIVES WANTED

If you want to increase your earning capacities without interfering with the duties of your present position get in touch with us.

We are establishing *Resident Representatives* in Buffalo, Rochester, Philadelphia, Newark, Providence and Boston.

Our "line" is presented to business executives—it's a non-competitive proposition—the only one of its kind in the world. No samples to carry. Territories are now being assigned and if you only have a few hours a week to spare you can earn from \$150.00 to \$200.00 monthly.

Address "OPPORTUNITY," SALES MANAGEMENT.

### PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 604 Manhattan Bldg., Chicago, U. S. A.

### ADVERTISING LITERATURE

If you want your advertising to have a little warmth and humanness without sacrifice of dignity or force, I'll feel honored by your inquiry. E. M. Dunbar, 1913 Rowena street, Boston, Mass.

Live, snappy sales articles, epigrams and anecdotal matter will help to liven up your House Organ or Sales Bulletin. I supply this material at a nominal monthly charge. Send me copies of your House Organ and I'll send you material that you'll want a page or two of every month. Weekly letters to salesmen furnished at a nominal charge. J. J. Lutge, 361 West 27th street, New York City.

## Sales Manager Available After January 1, 1920

TWO years on the road—one year as New England district manager—two years in charge of sales in the United States and Canada east of the Mississippi for a manufacturer of hose and plumbing brass goods.

About one year in France as a commissioned officer.

Began last March with one salesman; built the organization to fourteen and have now sold all the output of a formed steel plant until March 1st, 1920.

Graduate Mechanical Engineer, 1911. Thirty-two years old, married and have two children.

**Sales Management**  
Box 109